

Investment in China Money floods into a not economy



US military might How a sole superpower aims to keep its edge



of low inflation



right as rain

FINANCIAL TIMES

First woman takes office as Turkish prime minister

Europe's Business Newspape



Former economy minis-ter Tansu Ciller (left), a 47-year-old academic economist, is to be sworn in today as Turkey's first woman prime minister after being elected leader of the conservative True Path party. She is likely to accelerate Turkey's economic convergence with the

European Community. The leadership contest was prompted by Suleyman Demirel's move to the presidency. Page 14; PM must reforge party

Bosnian hospital flattened: Serb rocket fire was reported to have destroyed a temporary bospital, killing more than 50 patients and medical staff in the Bosnian Moslem enclave of Gorazde. In Geneva mediators led by Lord Owen met Bosnian president Izetbegovic in an effort to end the slaughter. Question mark over Nato, Page 30

Rome raises bank powers: Italy's banks are to be allowed to take stakes in industrial companies, in a move to boost privatisation and bail out troubled private companies. Page 14; Italy to sell off financial services group, Page 15

Communist party boss in Azerbaijan, was set to return to power after Isa Gambarov, quit as parliamentary chairman. Page 5 GM warns VW: General Motors of the US has

Azerbaijan switch: Geidar Aliyev, former

warned Volkswagen of further legal action if it builds an ultra-low-cost car plant in Spain.

Supreme Court hitch: Judge Stephen Breyer of Massachusetts, a likely choice for the US Supreme Court, and his wife failed to make social security payments, an error which ended the hopes of two previous contenders for high positions in the administration. Page 14

Cambodia unrest: Cambodia's assembly, elected in UN-organised polls last month, opens today amid threats of secession from the present communist administration. Page 3

Malawi votes: Voters decide today if Malawi should remain a one-party state under life president Kemusu Hastings Banda or if opposition parties should be allowed. Page 3

Gatt hope: US business is hoping for a breakthrough in the Gatt world trade talks next month, says Apple Computer chairman and chief executive John Sculley. Page 4

Hard line on Kurlles: Russian president Boris Yeltsin has told Japanese hosts of next month's Group of Seven summit not to expect concessions on Tokyo claims to the Kurile Islands. Page 5

Portugal air crash kills four: A Portuguese air race was cancelled after a Cessna C-172 light aircraft crashed at Montargil, central Portugal, killing all four on board.

European Monetary System: The Spanish peseta has strengthened its position in the exchange rate mechanism grid following Mr Felipe González's general election victory last weekend. Bottom of the grid late last month in the run-up to its formal devaluation, the peseta starts this week second, behind the Portuguese escudo. Questions still hang over the strength of the D-Mark. which is only 0.32 percentage points above the French franc in bottom position. Some dealers believe the D-Mark could fall to the lowest place. Lex., Page 16; Currencies, Page 25

Jun 11, 1993 EMS: Grid Irish Past - 2% 0 1%

The chart shows the member currencies of the exchange rate mechanism measured against the weakest currency in the EMS narrow 2.25 per cent fluctuation band. In practice, currencies in the narrow band cannot rise more than 2.25 per cent from the weakest currency in that part of the system. The Spanish peseta and Portuguese escudo operate with 6 per cent fluctuation bands.

Hanson, Anglo-US conglomerate, said it may retract proposals limiting the ability of shareholders to influence annual meetings. Page 16

Libyan envoy killed: Libya's ambassador to Congo Mahmoud Mohamed Saad was shot dead when he failed to stop at a checkpoint.

Egyptian plotter hanged: Sherif Hassan Ahmed, convicted by a military court last December of plotting to overthrow the Egyptian government was hanged in Alexandria.

Race criticism rebuffed: Officials at Aintree, Liverpool, rejected criticisms of the Grand National horse race in April which was abandoned after two false starts, but said starting procedures would be changed for next year's race. Page 6

Soccer: England drew 1-1 with Brazil in the

US Cup in Washington.

LP:60 Custor C Lm0.60 S.Arabia Mi0h13 Singapora Fl 3.75 Siovenia Neixa45 Spoin Neixa45 Spoin Neixa45 Synta Re35 Synta Pex45 Turnish Di222000 Turkey En215 UMÉ 9R11 S\$4.10 \$\$4.10 \$\$1220 \$\$45 \$\$6.20 \$\$50.00 Dirt.250 Austrie Beinrain Belgeria Crostie Cyprus Czech Rij Denorati Egypt Fritand Dr300 Melta Pt 172 Marccco Dint.250 Greece BR60 Hungary Lu25.00 leeland HR05700 India y F172 Morocco Nr180 Neth Revid Nigeria Shi650 Norway N L2700 Omen L0150 Pelaletan Won 2500 Philippines Fis.600 Potand 2 n USS1.25 Portugal FI 3.75 Naixa45 NAV16.00 CE1.00 Israel
Kes45 Rely
OKr15 Jordan
EE4.50 Kores
FM12 Kuwak

Turmoil at EBRD over top role for Stern

Calls to postpone decision until after audit report

By Robert Paston, Banking Editor

A GROUP of directors at the European Bank for Reconstruc-tion and Development will this week try to postpone any formal decision to appoint Mr Ernest Stern, the present number two at the World Bank, as the EBRD's

new senior vice-president. Mr Ron Freeman, the bank's first vice-president in charge of merchant banking, who told col-leagues on Friday he would probably resign, yesterday decided to stay on and is likely to support the directors' campaign to postpone any decision on the bank's management reorganisation.

Some directors want to delay changes until after an audit into the bank's control of expenditure is completed on July 15. They believe it would be wrong to restructure the management until they can assess who was responsible at the bank for the overspending on its new building, the charter of private aeroplanes and other expenses reported in recent months.

The directors believe a decision to appoint Mr Stern now could make it difficult to remove Mr should the audit report criticise him. Mrs Anne Wibble, Sweden's finance minister, who is chairman of the EBRD's governors, last week expressed her support for a delay in the management reorganisation until after the

The issue threatens to become a serious row between the senior financial officials of the Group of Seven leading industrial countries who own 54 per cent of the banks shares, known as the G7 deputies, and the non-G7 members of the board of directors. The G7 deputies offered Mr Stern the new appointment without reference to the board of directors. "The G7 deputies have been duplicitous," said one EBRD director, who believes they have

By Tony Walker in Beijing

FOREIGN investors will sign contracts with Chinese partners worth some US\$80bn in 1993,

according to a senior trade offi-

cial in Beijing. Mr Lin Kun, deputy director of

foreign investment in China's

trade ministry, also said that China was planning further steps to open its markets to overseas

investors and these would be

unveiled at a national sympo-

Hong Kong, Japan, the US, Taiwan and South Korea would spearhead the continuing invest-

ment surge into China, Mr Lin

told the English-language Business Weekly. "China's market is

no longer potential, it's tangible,"

Official figures show that

China signed agreements in 1992

involving \$68.5bn in foreign capi-

tal, while foreign funds actually

flowing into the country last year totalled \$11bn.

Mr Lin predicted that the main

targets for investment this year

would be the automotive sector

and onshore oil exploration. This

LIK News .

sium later this year.

Beijing predicts

investment surge

gone behind the back of the board of directors, "I and my colleagues are appalled by their actions," said another.

The directors oppose Mr Stern's appointment for several

They believe it will lead to a radical shift away from the bank's original philosophy of focusing on financing the fledg-ling private sector in eastern Europe and the former Soviet Union to a more traditional development banking strategy of investing in infrastructure. At a board meeting last Thursday, most directors made it clear to Mr Attali that they would strenu-

ously oppose such a change. Some directors are also angry after being told that Mr Stern has been offered an after-tax salary of \$250,000, similar to Mr Attali's. Together with pension, health and other benefits, this is equivalent to a pre-tax remuneration package of about £700,000. "That would cause tremendous pressure to raise other salaries in the bank," complained one director.

Appointments of vice-presi-

dents must be approved by the EBRD's board of directors, which meets today. A group of nine week that they will use procedural devices to prevent the appointment of Mr Stern until they have received the report by the bank's audit committee on why the bank spent £55.5m. (\$85m) on fitting out its headquarters and why it has been lax in control of other expenditure. Mr Stern is understood to have

accepted the offer of a position as deputy to Mr Attali. That role has, in effect, been filled by Mr Freeman, who is understood to be disappointed Mr Attali has supported Mr Stern's recruitment. A bank executive said Mr Freeman feels he has given unwavering support to Mr Attali since details of overspending and mismanagement at the bank were disclosed in April.

explore the Tarim hasin prospect in China's far west, described as

one of the world's last great oil

China, facing energy and min-eral shortages at home, is also

conducting a wide-ranging sur-

vey of investment prospects abroad, according to Mr Zhang Hongren, vice minister of geology

His ministry had launched pre-

liminary studies of more than 20 countries in Asia, the Americas and Africa, including Australia

and Brazil, said Mr Zhang. Mr Lin said meanwhile that

further steps to open China's automotive industries to foreign participation would lead to a big

jump in investment. He noted that China had

approved foreign involvement in

"These plants far from

only 10 domestic automotive

meet the soaring domestic

Mr Lin did not expect the con-

tinuing depreciation of the yuan

- it fell 7 per cent to Yn10.7 to

the dollar last week - would

demand for automobiles."

and mineral resources.

Japanese shy away from move into east Germany

By Robert Thomson in Tokyo

JAPANESE companies, expected to play an important role in reconstructing Europe, have acquired a mere three businesses in east Germany through the Treuhand, the German privatisation agency - only one more acquisition than companies from India and the same number as

The total is a disappointment for the Treuhand and an embarrassment for the Japanese government, which had suggested, at the fall of the Berlin Wall, that the country's current account surplus would be recycled in the reconstruction of the region. Having opened a Tokyo office

two years ago in expectation of interest in the estimated 13,500 German companies on the block, the Treuhand has learned valuable lessons about Japanese corporate culture and the receding panese enthusiasm for Europe.

The Japanese total of three acquisitions, two in the glass industry and one in car servicing, compares with the 78 east German factories acquired by UK companies and the 54 bought by US companies. Indonesian companies have made two acquisitions, only one less than the Jap-

anese total.
"It's quite amazing, isn't it?"
lamented Mr Dietrich von Stackelberg, head of the Treuhand's east Asian operations. "The timing was wrong. With the collapse of Japan's economic bubble, we have seen an increasing reluctance to invest in Europe. Their operations are contracting, not

expanding, Facing criticism over Japan's huge current account surplus, the government had argued that investment in the reconstruction of Europe would recycle the surplus, which has more than trebled over the past two years. In the same period, new Japanese direct investment in Garnese direct investment in Germany

has fallen 38 per cent. Mr Nobuyuki Nagashima, assistant director for Europe at the Japan External Trade Organisation, said German unification coincided with the slowing of the Japanese economy, while compa-nies were unfamiliar with east German companies and reluctant

to risk funds. Mr von Stackelberg is due to depart later this year, and the lack of deals means there is little reason for the Treuhand to main-

tain Tokyo support staff. He suggested that the agency's experience highlighted an important difference in corporate culture between the US and

Continued on Page 14

China's investment revolution, US, Japan trade split, Page 4

Pakistani UN troops kill 12 Somali demonstrators

By Leslie Crawford in Mogadishu

PARISTANI troops serving with the United Nations operation in Somalia killed at least 12 people yesterday when they opened fire on a 4,000-strong demonstration. Supporters of Gen Mohamed Farah Aideed, the warlord whose forces the UN is attempting to disarm, were protesting peace-fully in the centre of the capital

The shootings followed two nights of US-led air strikes that crippled Gen Aideed's clandestine weapons stockpiles. The operation was authorised by the UN Security Council after Aideed Helmets last weekend.

The actions of the UN forces have buried its humanitarian mission in Somalia. Mogadishu is now a city besieged by a multinational occupation army. Gen Aideed's supporters in the south of the clan-divided capital are stunned and angry.

Tanks patrol the streets. Helicopters swoop down to disperse crowds. Lorry-loads of detained men, women and children are being corralled at the grounds of the former university, now a US military centre.

UN tanks rolled by and ignored pleas for help from the many wounded in yesterday's shootings. On Saturday Pakistani troops fired into a crowd after stones were thrown. Their shots killed one Somali and wounded a woman and a man. The woman died later at Benadir hospital, where the injured were being operated on without anaesthetic on makeshift wooden tables swarming with flies.

The heavy-handedness of the Pakistani contingent has been a leading cause of rising tension and hostility against the UN in the capital. Brigadier Ikram ul-Hasan, commander of the 4,000 the Somali capital, told a press conference yesterday that he was investigating yesterday's incident. "The simple fact is that

gunmen use women and children as human shields," he said. The brigadier said he did not think his troops were an inflam-matory presence. Nor did he think there had been a violation

of the UN's rules of engagement. Other UN military spokesmen have refused to comment. But the French relief agency Médecins sans Frontières, one of the few still operating in the capital,

described the yesterday's killings as monstrous.

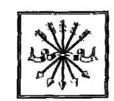
At the hospital, a doctor said he was sickened by the events: "The UN has started another war in Somalia. The people are tired of war. Even if they kill Aideed there are thousands of other Aideeds out there to take his place.'

The midnight bombings were undertaken with surgical precision to avoid civilian casualties. US Cobra belicopters and slowflying aircraft picked out three armament sites and Gen Aideed's radio station during the first strike over Mogadishu on Satur-

yesterday to destroy what the UN claimed was a "veritable fortress" containing weapons, ammunition and armoured vehicles. It belonged to Mr Osman Ato, Gen Aideed's financier. The explosion lit up the night in the blacked-out city. Later, a building held by Pakistani peacekeepers came under heavy rocket attack from Gen Aideed's gunmen.

Reporters visiting the bombed site yesterday saw no evidence

Continued on Page 14



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N M Renbachild & Sons Lamited is a member of SFA The nature of these pervices is such that they are only snumble for certain types of investor

latter was a reference to the invitation to foreign companies to CONTENTS

Int. Bond Service 18,19 Sharp Information TV and Fladio

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FINANCIAL TIMES COMPANIES & MARKETS

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Monday June 14 1993



INSIDE

Hanson may retract meeting rules



Hanson, the multinational conglomerate, sald it may be prepared to give in to pressure from angry share-holders and retract proposals limiting their ability to influence annual general meetings, which are chaired by Lord Hanson (left). Mr Martin Taylor, deputy chairman, said it was too late to remove the proposals from the ballot for an extraordinary meet-

ing to be held on June 25. However, he said:
"When we come to review our articles next year we will see if they need to be changed." The proposals have provoked a storm of protest. Page 16

lbos set to rival Swift

Up to five US banks are this year expected to join the Ibos cross-border payments network, operated jointly by a group of European banks. Their decision is likely to start bringing the network into com-petition with the Swift system that dominates EC cross-border payments, Page 17

Enron sees opportunity

The deregulation of the tightiy controlled natural gas business in the US has opened up new opportunities for energy companies, none more so than for Enron, based in the oil and gas capital of the US: Houston. Non-existent 10 years ago, Enron has mushroomed to the point where it claims to be "the nation's largest natural gas company", Page

Wall Street relaxes on inflation Judging by the recently released May producer prices index for the US, it looks as if the inflation scare may be over. Page 18

Demand for gilts holds up

The announcement on Friday by the Bank of England that £700m (\$1bn) of bonds will be on sale from today failed to puncture generally good demand for gits from overseas investors. Page 18

Prospective p/e ratio

The latest prospective p/e ratio for the "500" index for calendar 1993 is 14.4, according to IBES, the consensus estimates service (last week: 14.4). This compares with an IBES estimated p/e for the "500" of 18.7 (18.6) for calendar 1992. The official FT calculation of the historic p/e, based on the latest reported earnings, is 19.3 (19.10).

Market Statistics

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Companies in this issue

BAe BP France Bulgin (AF) Business Technology Cohen (A)

Hambros Inv Trust

THE residents of Delhi and much of northern India were

looking for scapegoats after power cuts which this week

left them sweltering for many

hours without lights, fans, coolers or air-conditioners.

The immediate cause of their

for electricity which over-

estimates that in the year to

the end of March the shortages

amounted to around 9 per cent

of the country's total needs

and 18 per cent of its peak

response to power shortages in

developing countries has been

to build more power stations. In the late 1980s, India was

building an annual average of

4,000 megawatts (MW) of gener-

ating capacity a year - the equivalent of four large power stations. By March 1982, total

capacity in the public sector (which accounts for the vast majority of power) stood at

However, in the 1990s, capi-

tal has been much harder to

find. The public sector con-

struction programme has

almost ground to a halt and

India is seeking private inves-

tors, including foreign compa-

Indian power stations typically

run below 60 per cent cent

capacity. Also, 23 per cent of

the power generated is lost in transmission - through theft

69,000MW.

In the past, the standard

Hanson IMI

Kone Microsoft 16 Microsott
18 Oriflame intil
18 Perpetual Japanese
16 Policy Portfolio
18 R.H.Macy
16 PCC
17 Sharalink
16 Somic 16 Tetra Level 15 Vard Vtech

By Haig Simonian in Milen

ISTITUTO Mobiliare Italiano, the big long-term lending and financial services group controlled by the Italian treasury, is to be floated following the collapse of sale talks to a group of public-

The government will sell the treasury's 50 per cent stake in IMI, and a further 9.3 per cent owned by the Ina state insurance agency. Mr Piero Barucci, the treasury minister, said he hoped

shares could be floated by the

The 20 per cent stake could be worth about L1,600bn (\$1bn), based on the valuation of between L7,600bn and L8,000bn for IMI made by SG Warburg, the UK merchant bank. Warburg and IMI itself have now been given the mandate by the treasury to prepare the way for flotation.

a first 20 per cent tranche of IMT's ing. It also has a big securities trading capability, and has in recent years branched out into insurance and retail banking.

means the government now has three big banks on its disposal list. Last year, it announced plans to privatise Credito Italiano, Italy's sixth-biggest bank, while Banca Commerciale Italiana, another prestigious financial institution also based in Milan, is due to be sold The change in strategy over

talks with a group of savings banks, led by Milan's Cariplo, over the issue of price. In a terse statement, the government said

means of payment is concerned". While some analysts greeted the decision to float IMI as a boost for "transparency," it represents a severe setback to both

ing to raise about L3.800hn from

IMI came after the breakdown of the transaction. IMI, which had group net profits of L443bn and a loan book of about L51,000bn in 1992, is one of the most attractive assets on the government's priva-

Purchasing IMI would have

SHARRLINK Investment

to be raised which will be invested in new services.

Sharelink, which currently specialises in equities and traded options, is looking at expanding into insurance and bank-

He confirmed that this includes the rapidly growing telephone insurance business.

trebled first-half profits to

Mr Jones, who started the business in 1987, is expected to invested £4,000 in the business.

after a management buyout from the original institutional back-ers, BT and Albert E Sharp, the Birmingham-based stockbroker.

per cent. Pre-tax profits for the year to

In the past it has thrived on privatisations but during the last

A number of new issues have been brought forward before the government sale of its remaining

21.9 per cent stake in BT which is to take place in the middle of However, Mr Jones believes

float.

Italy to sell off financial services group

sector savings banks.

IMI is one of Italy's biggest financial institutions, specialising in long-term corporate lendThe failure of the sale talks

the banks' offer was "inadequate both as far as the price and the

the treasury and Cariplo.
The government had been hop-

tisation list

given Cariplo, always the leading force among potential purchasers, a boost. Although it is strong in retail banking and deposit-tak-ing, Cariplo's presence in investment banking and securities trading is weaker, especially

Paul Betts explains a change of culture at the UK's biggest export manufacturer

BAe: share price roller-coaster.

BAe benefits as it brings its head out of the clouds

R JOHN CAHILL flew in last week to his first Paris Air Show as chairman of British Aerospace on a regular British Airways flight. "I'm a small businessman and I

simply cannot justify coming here on a private BAe 125 jet at a cost of £6,000 an hour," he said, watching the noisy flight displays from BAe's entertainment chalet at the world's biggest air Since he was brought in to lead

the UK's biggest export manufacturer a year ago, Mr Cahill has sought to instil the same sort of "hair shirt" mentality that prevailed in his old company, the BTR industrial conglomerate. Although the company is by no

means out of the woods, and has been buffeted like the rest of the industry by recession in the civil aircraft market and contraction in the defence business, it had more to celebrate in Paris than most aerospace companies. It was one of the few to

announce a big order, for Hawk trainer-light attack aircraft worth £500m (\$770m) from Indonesia. Its shares climbed over the 380p mark for the first time since its ill-fated rights issue 18 months ago, which provoked a savage boardroom battle, the resignation of the chairman, Professor Sir Roland Smith, and ultimately the arrival of Mr Cahill.

The company also returned in the FT-SE 100 index after a ninemonth absence. Last September, BAe's shares hit a low of 107p. On Friday, they closed at 410p. This sharp rise is making Mr Cahill a little nervous. "It's getting too hot now: I'd hoped the share price wouldn't go through 400 so quickly," he said. For Mr Cahill the reason the

company is returning to favour in the City is simple. "We simply had to establish credibility: we had to tell the world what we were doing and then deliver the goods."

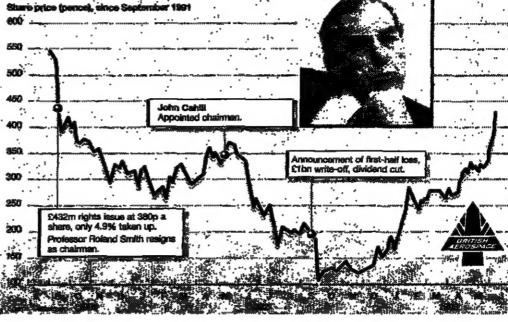
The strategy itself has not changed. What has changed, according to Mr Dick Evans, BAe's chief executive, is the internal chemistry. "No one guy can lead a company of this size which is very diverse and has a big political element because governments are our customers. But to be successful we had to have a team of people who were able to work together," he explained, adding that this had not been the case under Sir Roland.

But Mr Cahill has quietly brought a change of attitude and culture in the company. From the beginning, he sought to introduce at BAe the same concept of open management, accountability, transparency and tight cost controls that BTR adopted.

In the early 1960s, Mr Cahill recalled, BTR had a bad habit of always predicting more than it could achieve. The result was that the company lost money twice in three years. "We then sat down and said: we must be predictable, reliable, an open book. BAe for many years was a very private company and we have to show that we have nothing to hide," he said.

Ae's basic strategy is "to Support and protect" its main defence business, he emphasised. To do this, the company, which has been cash negative in the last few years, had to become cash positive again. "Cash is our mission. Our plan

is to get overheads down, turn inventories back into cash and



sell off non core assets," he explained. Three significant developments have recently helped revive confidence in the company's £5bn a year defence business: the UK government's commitment to the European Fighter Aircraft; Saudi Arabia's intention to go ahead with a new order for an additional 48 Tornado combat aircraft; and the negotiations to merge BAe's guided missiles activities into a joint company with those of the French Matra group.

In the commercial aircraft sector, BAe is focusing on its 20 per cent stake in the European Airbus airliner programme. After establishing a joint venture company with Taiwan Aerospace for its loss-making regional jet business, the company is now seeking a similar partnership with other international manufacturers for its Jetstream and ATP turbopropeller regional aircraft activities which have been regrouped at Prestwick in Scotland.

And two weeks ago, it sold for

The decision helped the City of London realise the true worth of the company, Mr Cahill said. "The corporate jet business with £300m a year turnover and £25m pre-tax profits represented only 3 per cent of our total sales. We sold it for more than a quarter of our market capitalisation." In any case, the trend in the

hard-pressed commercial aircraft sector as well as in the military was towards ever-increasing consolidation and collaboration. "We have to rationalise and we won't be building aeroplanes on our own any more," Mr Cahill said. "It is almost inevitable that in

the US there will be two military aircraft and one large commer-

cial aeroplane manufacturer, against just the possibility of one of each in Europe," Mr Evans in the longer term, a similar consolidation is likely to take place in the car business, accord-

ing to Mr Cahill. At present Rover remained an important component of his group. "The 2250m its BAe 125 executive jet objective is to get Rover into business to Raytheon of the US. profit and we hope to see Rover objective is to get Rover into moving into profit this year," he

But what will eventually happen to the car group? "Who knows?" said Mr Cahill "At the moment we have no plans, but I could see the car industry concentrated one day into six companies: two in the US, two in Japan, two in Europe - and one will not be called Rover."

Although he believes the company has now found some badlyneeded stability, Mr Evans warned that the process of restructuring was by no means

"We are now finally getting the organisation up and running again. But closures and redundancies have also created a lot of uncertainties and has made the job even more complex," conceded Mr Evans. Over the last three years, BAe has shed about 45,000 jobs. "And the process is not over," warned Mr Evans.

But for a short moment at least, BAe and its "wise old sage of a chairman who has seen it all before", as Mr Evans described him, are having a party in Paris.

Telephone broker plans UK flotation

By Roland Rudd in London

Services, the telephone-based UK stockbroker, is to float at the end of next month. The group is expected to be valued at more than £30m (\$46m). Around £5m of new money is

Mr David Jones, chief executive, said: "The retail financial services market is full of opportunities; after pioneering the use of the telephone in selling shares we are now looking at moving into other areas."

Direct Line, the company owned by the Royal Bank of Scotland which specialises in telephone insurance, recently

Sharelink's two biggest shareholders, Foreign & Colonial Ventures and the British Coal pension fund, both of which have a 32 per cent stake, are expected to sell around half their sharehold-

sell 25 per cent of his 20 per cent holding making him a millionaire just six years after he He increased his shareholding

The company's other shareholders are the employees with 10 per cent and Eagle Trust with

March 31, 1993 have jumped from £1m to £3.5m on sales of £14m. The company is based in Birmingham with more than 300

year it has mainly concentrated on equities.

"There is plenty of money in the new issue markets," he said.

A test for the public services in poorer countries distress was a surge in demand

whelmed the generation and transmission network. That India, like many develor faulty equipment. While the efficiency of stations has improved in the past decade, oping countries, does not produce enough electricity is well transmission losses have actu-India's Ministry of Power

Acknowledging the scale of the problem, the World Bank,

the principal supplier of low-interest loans for power schemes in developing countries, has slowed new credits for new power stations and is lending India \$350m to fund improvements in the existing network. The shortcomings in the

the state to ensure that capital is exploited to its full potential. But in some countries, including India, full-scale privatisation is, at best, a distant prospect. Aside from the reinctance of politicians and officials to surrender administrative power, there are very real concerns about the regulation of private companies entrusted with essential services. For example, privatising the water supply in a drought-prone country such as India would be

Economics Notebook

By Stefan Wagstyl in New Delhi

Indian power supply industry highlight a general problem afflicting developing countries. politically impossible. A lot of time and money is lavished on new capital investments and not enough on maintaining the efficiency of

existing capital, particularly in the public sector. What is true

for power stations is often also

true for roads and railways.

nies, to take up the slack. Even pipes and sewers, and public if this initiative brings results, private companies will not con-One reason for this misallotribute to a significant increase cation of resources is political: in power supplies until the late politicians, who have the last 1990s, given the long lead-times in making such large investword in spending decisions, prefer to put their names to new schemes than to renovating the projects of their prede-This gloomy prospect has forced the Indian authorities to cessors. Such temptations are concentrate upon doing somenot unique to developing thing that should have been nations: the problem is to done a long time ago - making increase incentives for the better use of existing plant

good management of existing Many countries have opted for privatisation - private owners are much more likely than The only alternative is to cajole public sector managers to become more efficient. The government can try to apply pressure, but frequently politi-cians' priorities will not always square with the goals of efficient management. In India, much electricity is stolen by residents of illegal slums, who attach wires to overhead cables. Since slum-dwellers have votes there is little political incentive to deprive them

The World Bank and other aid donors try to improve the running of public services by directing funds towards operations which are well managed, at the expense of those which are not. But there is a limit to which outside agencies can become involved in such detailed choices without being accused of bullying and interfering with national sovereignty. Also, the worst-man-

of free power.

the most efficient power sta-tions were those in the state of Maharashtra, including wealthy Bombay, which ran at weathy bonnay, which at at 58 per cent capacity. Those in deprived West Bengal managed only 28 per cent.

Another way for foreign

donors to influence change might be to supply more information to consumers in India and other developing coun-tries. The means might be to prepare league tables compar-ing the efficiency of the service delivery in different states. The World Bank and other international agencies already do this for many criteria, notably GNP and GNP per capita, and for the production totals of individual industries, including electricity generation.

The emphasis in such data is on volume. It would be possible to supplement the figures with statistics which measure the quality of what is produced. As far as public services are concerned, the electricity industry is a suitable starting point because production is concentrated in relatively few units, so collecting information may not be too difficult.

Capacity utilisation and transmission losses might be appropriate indicators. Other possibilities include capacity use in the water industry, average delays on railway journeys, flight cancellations by domestic airlines and the number of attempted telephone calls made for one successful Such figures would be of

more than academic interest. Properly packaged they would be a valuable tool both for the officials who run public services and for consumers. The popularity of such intercountry comparisons is amply demonstrated by the success of the United Nations Development Programme's annual

sells 100,000 copies.

aged units are often in poor regions, precisely those which most need foreign aid. In India, interested in **UK** property investments

By Norma Cohen,

BRITISH institutional investors are showing more investment than at any time in the last three years, according to a new survey.
The Smith New Court/Gal-

cent of those surveyed planned to increase their holdings of UK property, the highest level since the survey began in July 1990. Last month, 12 per cent said they intended to make UK property investments and in February, none was prepared to make such a move. The survey, conducted on June 7th and 8th, covered 96

down from 18 per cent in May and the lowest level for planned investment in British shares this year.

In other asset categories, fund managers were less enthusiastic about foreign equities than a month ago, with a balance of only 6 per cent planning to increase European exposures, 9 per cent raising Japanese weightings and 24 per cent increasing investments in other areas. In May, the weightings were 13, 24 and 28 per cent respectively.

linked gilts since March. In the June poll, a balance of 8 report on human development per cent planned to raise investments in that sector, up which is in its fourth year and from 1 per cent in March.

This attractment appears as a matter of record only

lup Survey of Fund Managers for June showed that 22 per

(\$1bn) under management.

A balance of 6 per cent of managers planned to increase their holdings of UK equities,

institutions with £661bn

There has been an increase in the popularity of index-

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June, 1993

Emigrant entrepreneurs seize new opportunities back home

IN September 1893 the imperial authorities in China issued an edict encouraging successful Chinese emigrants to invest in their homeland. The edict proclaimed that the over-seas Chinese would in future be welcomed back to China – a reversal of previous policy which had not recognised those who had left Chi-

Now, 100 years on, China is ouce again wooing the overseas Chinese to participate in developments at home. And the Chinese diaspora, many of whom are removed from China by several generations, are

While investment in China by US, Japanese and EC interests has been increasing substantially, it is the financial resources of the overseas Chinese which are now beginning to transform many parts of China.

Just how much of China's foreign

investment is accounted for by overseas Chinese is hard to gauge. But its influence is plain to see.

has been transformed by capital flowing in from nearby Hong Kong. Businessmen from Taipel are over-running Fujian, the mainland province just across the water from Taiwan. The vast resources of the overseas Shanghainese - some of them the entrepreneurs primarily responsible for the emergence of Hong Kong in the 1950s and 1960s -

are now returning home. Traditionally the overseas Chinese have always been great savers. Taiwan, with 21m people, has for\$30bn. Singapore, three quarters of whose 2.8m people are Chinese, has reserves of more than \$40bn.

The Chinese dominate the ecor mies of south-east Asian countries. In Indonesia, Thailand, Malaysia and the Philippines it is the Chinese though often only a small minority - who control trade and run the

Mr Liem Sioe Liong, an Indonesian Chinese, runs the Salim group, believed to be the biggest in the region with an estimated annual

investment

Mr Liem, who left China as a pen-niless teenager, is now investing millions in China, much of it in property in areas round his birthplace in Fujian province.

Mr Robert Kuok, a Malaysian Chinese, has a business empire mainly involved in commodities and hotels. Mr Kuok is investing in building hotels and commodity processing facilities in various parts of China. Chinese businesses are traditionally family-run, secretive enterprises. A web of Chinese family con-cerns stretches throughout east Asia and, increasingly, into China.
For the most part the overseas Chinese avoid China's cumbersome bureaucracy: in many cases they strike informal deals with local groups, often based on family con-

For some there is a strong emo-tional attachment to the homeland. But most investments are made for hard-headed commercial reasons. They, like so many others, are intent on making the most of the opportunities available in such a

Careful planning key to rewarding ventures

vasan

tot ove

n rise

CHINA'S remarkable china's remarkable progress may tempt unwary foreigners to believe they can simply invest in a joint venture, sit back and wait for the profits to roll in. Not so, Joint ventures require engineers require enormous preparation and constant attention. The Chinese economy has moved some way towards the market, but businesses still need the right contacts to ensure some

still need the right contacts to ensure success. Problems need to be worked out through persistent negotiation. Businessment and law yers with experience of China say that the rewards are there, but they have to be earned. They offer these suggestions:

• Identify what you want out of a joint venture, and try to anticle pate what a potential partner would want. You may have an eye on You may have an eye on the domestic market, but a Chinese company may be looking to export. Mr John Heyer director of the China-Britain Trade Group, says: "Quite a lot of joint ventures have fallen by the wayside because the two sides have not identified over-lauting aims."

• Find the right part-ner, whose most impor-tant qualification will

be good connections in relevant city, provincial and state bodies.

Mr Robbie Robertson, director of strategic relations for GPT, which has a successful joint venture making PARY telephone PABX telephone systems in Shanghai, says: "If a venture is not with the right people, it will not succeed." A partner provides access to a skill and labour base, as well as the local clout to ensure that a venture receives materials for which state or municipal authorities remain

• Pick the right loca-tion. Though invest-ment has poured into special economic zones where set-up costs may be lower, the quality of infrastructure, particu-larly for transport, will be more important in the longer run.

 Get a good contract including a reasonable amount of detail. Mr Stuart Valentine, a solicitor at Clifford Chance in Hong Kong, says this is important even though Chinese and western views of a contract may differ. The Chinese are likely to treat it as a framework for discussion in the event of problems. "You can't bang the table and say "this is what the contract says"," Mr Val-

entine says. Resolve problems through negotiation.
There is little point in pursuing a claim through courts in China, and lawyers say they know of no case in which a judgment in a foreign court or arbitraforeign court or arbitra-tion tribunal has been enforced in China.

 Use expert advice and the experience of others. For British businesses, the China-Britain Trade Group runs seminars and plans a "mobile work-shop" in China in the autumn as part of an investment mission.

Lure of the billion-buyer market

With 1.1bn people, the world's biggest consumer market is eyed increasingly seriously. Foreign investment doubled last year and is projected to surge again this year. FT writers report

changing, not only in go-go

By Tony Walker in Belling

Guangdong province in the south, but also in other cities R YE DISHENG, the such as Shanghai, Tianjin and now even staid, bureaucratic lively vice-mayor of Tianjin and the man Beijing, all of which have joined the scramble for investin charge of attracting foreign investment to the north-east industrial city, had no reserva-tions about his mission in life. ment funds. It is perhaps hard Asked if he was concerned about problems of economic overheating, Mr Ye observed: "It's not nearly hot enough in Tianjin. We want more heat."

While his words may cause a shudder among Beljing bureaucrats charged with restraining China's runaway economy, they also neatly reflect senti-ments among Chinese provincial officials who see a rapid inflow of foreign investment as bringing jobs, raising living standards and overcoming acute infrastructural problems.
Mr Ye and his colleagues in
China's coastal regions and in
a handful of inland industrial

centres could hardly complain about new investment contracted in 1992, which reached astonishing heights and confirmed China as the main destination for new funds in the world's fastest growing region - and as the recipient last year of about one quarter of funds invested in developing coun-

According to official statistics, China signed agreements in 1992 involving \$68.5bn in foreign capital, two and a half times that for 1991. Foreign funds actually flowing into more than double the year before, and the surge is continuing.

Figures this month from the Ministry of Foreign Trade and Economic Relations (Moftec) showed that in the first quarter 17,500 projects involving foreign capital - and worth nearly \$25bn - were approved, up 320 per cent on 1992.

Western economists urge caution in assessing Chinese statistics, which are invariably accompanied by highly optimistic official interpretation. For a start, China often builds into the investment figures equity from the Chinese side. thus giving an exaggerated impression of the size of the capital inflow.

Also, some investment is of Chinese origin but has been routed through offshore entities to take advantage of tax

Many so-called agreements are also little more than memorandums of understanding that stand little chance of yielding projects on the ground. An allied problem has been Chinese sluggishness in absorbing investment due to bureaucratic blockages, infrastructure deficiencies and cultural and political hesitancy. Between 1978. the first year of the economic "open door" policy, and 1991 China signed contracts worth \$48bn. of which less than half was actually invested. But circumstances are

to believe that one man could have such an effect in a country of 1.1bn people, but there is no doubt that a visit to southern China early last year

by Mr Deng Xiaoping, the country's supreme leader, in which he urged swifter growth, employing the simple slogan "Do it faster", has galvanised a The "emperor" spoke and officials rushed to do his bidding, culminating in a frenzy

of 1992 in which more than \$30bn of contracts were signed, equivalent to figures for the rest of an extraordinary year.

Among the more amazing statistics regarding foreign investment to have emerged

from China's ever-grinding sta-

of activity in the last quarter

A bout of 'China fever' is sweeping through

tistical mill recently were those revealing that in 1992 alone 47,000 joint ventures, cooperative enterprises, and wholly owned foreign ventures were established, exceeding the total number of the previous 14 years.

In all, 100,000 enterprises with foreign involvement were registered by the end of the first quarter this year, most of them small businesses such as restaurants and hairdressing salons employing a handful of people each. Hong Kong and Macao investors are behind the bulk of these smaller busi-

But an emerging trend involves increased Japanese. Taiwanese, US, and South Korean investment in larger-scale projects. Japanese companies, which had proved reluciant in the 1980s to become involved in China, are now beginning to make more substantial investments. Taiwanese and South Korean groups, both late starters, are following suit.

By the end of 1992, Taiwanese businesses had signed contracts valued at \$8.5bn. Companies from South Korea, which formalised relations with China last August, had initialled

much more is in the pipeline "More large projects, whose average total investment stands at over scores of mil-lions of US dollars were set up in the first three months," Mr Yang Xiaogong, a spokesman for Moftec was quoted as saying this week by the official China Daily,

Of the actual direct - as opposed to simply contractual - investment recorded by Moftec of about \$37bn to the end of 1992, Hong Kong and Macao head the table with a little more than 50 per cent, or an investment of \$21.2bn, followed by Japan with \$3.9bn, the US on \$3.2bn, Taiwan \$1.9bn and Germany \$471m, to name the top five.

Big increases in contracted investment were also recorded by Singapore and Thailand. a reflection of the growing involvement in China of wealthy overseas Chinese in those countries. Interestingly, investment is also beginning to trickle into China from Russia, eastern Europe and the Middle

Among factors fuelling the investment surge, apart from a bout of "China fever" that appears to be sweeping the international business community, is the relaxation of restrictions on investment in real estate. Overseas Chinese-controlled companies, espe-cially those based in Hong Kong, have been pourring funds into real estate projects in the hope of capitalising on huge projected demand for commercial and residential property. In Shanghai, for example,

the Municipal Investment Commission approved 750 new projects in the first three months of this year worth about \$1.8bm. About half this new investment will be channelled into property. Local investors have also

plunged into property development throughout China, especially in the southern regions like Guangdong and Fujian, in the expectation of riding a speculative wave: some of these local property developers may be in for a shock with the government squeezing credit to try to calm an overheated

Another factor driving the investment surge is China's embrace of build-operatetransfer infrastructure projects such as those in the power sector. Hong Kong investors such as Mr Gordon Wu of Hopewell Holdings have been active in this area, no doubt encouraged by the bounty earned by early investors in Hong Kong utili-ties such as China Light and

The explosion of activity has contributed to an atmosphere in China somewhat akin to that of a gold rush, with businessmen and their overseas Chinese agents pouring in from all over the world, negotiating deals and signing con-



in Frankfurt

THERE are about 30 cities in China with more than 1m inhabitants; several forming the focus of conurbations which are home to up to 15m people. Only two and a bit -Beijing, Tianjin and Shanghai - have an underground rail-

Mr Klaus Oertel, the board member responsible for AEG's fast-growing rail systems division, does not even attempt a guess at the sales potential. He focuses instead on the steady devolution of centralised decision-making powers to regional and city authorities which is slowly opening China's infrastructure market to outside expertise and investment

Four years after leading a German consortium into the fledgling Shanghai metro network with a DM350m (\$218m) start-up order for 96 under-ground carriages, power sup-ply, overhead line and telecommunications equipment, the Daimler-Benz subsidiary is on the verge of making its first direct investment in Chinese railways.

This month, during the open-ing of the first stretch of Metro Shanghai, Mr Oertel signed a letter of intent to take a majority stake in a joint venture to

Works. With a stake of less than DM10m, and planned start-up capacity of one car-riage a week, the deal is a tiny step along what may prove to be a permanent way leading to an infrastructural Eldorado.

Like most German companies, AEG has been relatively slow and cautious in its entry into China. But Mr Oertel disputes claims from the likes of

Further articles on foreign investment in China will appear shortly on the World Trade News page. They will examine the involvement of companies from Hong Kong, Japan and Singapore and will profile the long-established Beijing Jeep plant owned by Chrysler.

Mr Hans-Joachim von Ludwig, a director of Alcatel SEL, a Franco-German telecommunications consortium, that Germany "seems to have lost track

of the opportunities".

According to Mr von Ludwig, only 3 per cent of all German foreign direct investment last year was made in Asia, compared with Japan's 38 per cent. Mr Oertel accepts that Ger-many, occupied with a Euro-pean and domestic boom for most of the 1980s, was late to join the "travelling circus" search for low-wage manufac-

jing on the prospects of deals in the locomotive industry. AEG's plans, set up in-house by a group led by chairman Mr Georg Stocki, are part of a grand group design, overseen in Daimler's Stuttgart head-

maker, and is in talks at cen-

trai government level in Bei-

In a surge of activity, focused on what one Daimler official calls a "state" visit by Mr Gerhard Liener, the finance director, Daimler group companies have this year already signed or finished negotiating more than half a dozen projects in China Mr Liener recently capped the package

quarters.

concern will grace Shanghai's infant stock exchange by list-14km stretch of metro track in a planned network of 180km which, Mr Oertel says, will ing its shares there. This move, of more political than commercial importance, followed a flurry of successful diplomatic require about 1.000 carriages over 15 to 20 years. Meanwhile. efforts by the Bonn governthe company is discussing a further joint venture with ment to further German inter-Changchun Railcar Works, the ests in China. country's biggest rolling stock

AEG's Mr Oertel, too, has his own diplomatic contacts. Mr Zhu Rongii, a former mayor of Shanghai, was instrumental in the 1989 deal under which AEG and consortium partners Siemens and ABB won the main contracts for the first stretch of the city's underground. Mr Zhu is now a first vice premier of the state council in Beijing. But according to Mr Oertel, the main factor qualifying AEG to win Chinese contracts is the quality and depth of its

expertise in local rail trans-Another crucial element is the size and resources of its supporting parent. While Mr Oertel says he is not at all con-cerned about the possibility of damaging political upheaval in

China, he acknowledges the risks inherent in investing in fast growing and febrile economies. "Anyone going into a developing market must be clear that while in the long run everything will work out, in the short-term someone has to

But AEG is now more con-Many chins make light work of razor sales targets

By Nikki Tait in New York

FOR Gillette, the Boston-based razor manufacturer, China has switched from being a possibility to a reality in three years.

The groundwork was laid in the

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It comprised an existing plant in Shenyang, which - with expertise from its US partner - has produced double-edge blades and razors under the Rhino brand name for a decade. Gillette says the venture has been consistently profitable, and "sells everything we can make". But it remains small: annual production is around 60m units, in a market which absorbs lbn units a year.

Mr Gaston Levy, head of Gillette's resolved. This laborious process was, international group, says the northern location is not ideal. "It became a regional issue, but, as a pilot project, Shenmei did allow us to under stand the Chinese mentality."

So, in about 1988, Gillette began to look at central and southern regions. The crushing of the pro-democracy movement in Tiananmen Square in 1989 caused the group to put plans on hold, but then it began talking to the authorities about setting up a joint venture with China's le blade manufacturer in Shanghai. Negotiations, spanning layers of

officialdom, took two years. Mr Levy remembers that his counterparts insisted on talking only after dinner. Typically, the Chinese would then retire, to discuss their bargaining position, in the early hours. When they returned, the US side would also politely bow, hold its own cau-cus, and respond. By three or four o'clock, a negotiating point might be

he thinks, an indication of the Chinese distrust of foreigners: "They're very, very careful - caution is much ter than anywhere else in the world."

But, last August, Gillette had a deal. A joint venture with the Shanghai Razor Blade Factory was agree setting up a new company called Gillette Shanghai. Gillette obtained a 70 per cent share in the business and management control, while the Chinese retained 30 per cent. All of Shanghai's plant was taken over by the new company, and the joint venture agreement called for "first phase" capital investment of \$60m. Gillette would find \$45m.

Today, about two-thirds of this money has been invested and the operation employs more than 1,000 people. Gillette, meanwhile, has seven expatriates - some of Chinese origin - working there. The business, says Mr Levy, is profitable.

the most compelling of markets in terms of "shaving usage". The for-mer Soviet republics, for example, have a much higher "shaving fre-quency" and associated blade

But China's appeal is partly its sheer size - a population of 1.1bn means a lot of blade sales, even if shaving is not ubiquitous - and partly the potential it offers for pushing more advanced products.

At present, basic blades sell for the equivalent of three US cents. By nudging consumers towards more

sophisticated shaving products, Gil-lette sees scope for initially doubling this, and eventually raising it five or six-fold. Already, the Shanghai plant is being geared up for production of

Mr Levy does not make light of people. Gillette is free to remit prof-

The deal took Gillette's share of the domestic blade market from about 10 per cent to over 70 per cent. Mr Levy admits that China is not the problems. Language is an obvious one, causing the US company to station interpreters on site. Marketing is another. The joint venture is required to supply the Chinese government with a minimum number of blades for export, but can then sell its remaining output as it wishes. The operation had previously depended on the government pur-chasing network, but Gillette is trying to develop its own wholesale dis-

tribution system. Outside of the Shanghai area, says Mr Levy, this is still a tough task. The much-feared overheating of the much earen overneating of the Chinese economy is a back-ground concern. "Inflation would worry us," says Mr Levy, noting that it has reached double-digit figures in

Against these negative factors, there is the relative flexibility which the Chinese system offers, and the deep-rooted commercialism of its

products are marketed and sold. Meanwhile, the much-vaunted "trad-ing mentality", in Mr Levy's eyes, differentiates China hugely from parts of eastern Europe.

Certainly, Gillette's commitment to China seems to be increasing. The company is now edging into the Last month it set up a small joint venture plant in Shanghai, employ-ing under 100 people and producing

Oral-B trothbrushes - both for sale in the Chinese domestic market and for export. Again, China does not look the most promising of markets: there is reckoned to be one dentist for every 77,000 people, and the "average" Chinese buys one tooth-brush every four years. But the mar-ket is huge, and the government is anxious to improve healthcare. Demand for better-quality dental products, Gillette argues, can only



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Chinese peasants riot over tax rises

By Tony Walker in Beijing

GROWING dissatisfaction among China's 800m peasants has spilled over into persistent and angry clashes with officials, including riots in Sichuan, the country's most populous province.

Provincial officials confirmed that crowds of peasants had earlier this month besieged government headquarters in Renshou county, 80km south of Chengdu, the provincial capital, to protest over increases in taxes and charges to fund a local highway. Peasants are reported

to have rampaged around the town, blocking traffic, assaulting officials and attacking vehicles. The disturbances took place between June 3

Police used teargas to break up angry mobs whose numbers are said to have ranged between a few hundred and as many as 10,000. A provincial government official in Chengdu confirmed that a riot had taken place, but he was reluctant to go into detail.

Western officials, who visited Renshou in the past few days, said they had noted evidence of trouble, including slogans daubed on walls denouncing local officials, but felt reports of mass disturbances were

exaggerated. The troubles in Sichuan are by no means an isolated incident, however. They demonstrate widespread dissatisfaction among China's peasant farmers who are being left behind in the country's economic boom as the gap widens between city and country.

Official statistics show that average per capita peasant annual income stands at Yn770 (£90) . This represents less than half the average of urban

Stories abound of clashes between mutinous peasants and the authorities. Among recent episodes are disruptions caused to rail traffic in central Henan province after a dispute over requisition land for rail crossings and protests in southern Guangdong province over compensation for land seized by the state.

also been assailing tax collectors, sometimes violently. The militancy among peasants, dismayed at their inability to share the fruits of China's economic boom, may well prove the government's most serious challenge in years.

China's leaders have, belatedly, recognised the dangers. Mr Qiao Shi, a member of the politburo's ruling seven-member standing committee, recently visited Sichuan to urge better treatment of peasants by local officials, who are being blamed for corruption and for extorting excessive charges and levies

China's official media has been full of exhortations to officials to be more sensitive to the plight of the peasants. The central authorities have been releasing funds to redeem fOUs to farmers for grain acquired compulsorily by the state. Failure to honor these commitments has proved a principal cause of unrest.

The Public Security Ministry has also issued an order to police to stop harassing peas-ants and imposing arbitrary

Cambodia losers go back on their word

The ruling communists have refused to accept election results, writes Victor Mallet

the blame will be laid at the door of the Cambodian politicians who did the opposite of what they said they were going to.

The opening in Phnom Penh today of the Cambodian assembly, elected in UN-organised polls last month and charged with creating a new constitution and forming a government, is overshadowed by continuing violence and threats of secession from the existing communist administration.

"We consider ourselves sports," Mr Hun Sen, the prime minister, had said before the election. "We are prepared to transfer everything to the winner." But when his Cambodian People's

F the United Nations fails in its the royalist opposition party Funcin-\$2bn mission to bring peace and democracy to Cambodia, much of "massive irregularities" in the election and refusing to recognise the

results or hand over power. Over the weekend the CPP has condoned the formation of an "autono-mous zone" of seven eastern provinces. CPP-organised demonstrators have threatened UN workers and Funcinpec officials and forced the UN and Funcinpec to evacuate their civilian staff from several provincial towns.

The secessionist movement, designed to press the UN and Funcinpec into meeting CPP demands, is led by senior CPP officials and has been greeted with little enthusiasm by the

The extreme left-wing Khmer Rouge, which withdrew from the peace process and attacked the election as a "cheating and dirty" means of legitimising the Vietnamese-installed CPP government, is now loftily demanding in the name of democracy

that the CPP yield to Funcinpec once a Khmer Rouge ally. Funcinpec itself, having promised to hand executive power to the erratic elder statesman Prince Norodom Sihanouk if he won the election, was appalled when he seized the initiative and attempted to form an interim gov-ernment that gave the CPP equal weight with Funcinped

Prince Ranariddh, Funcinpec leader and son of Prince Sihanouk, yesterday condemned the CPP secessionists as "renegades", demanded that the CPP raised the spectre of a renewed out-break of civil war.

"We are ready to set up our own forces to fight and liberate that part of Cambodia, and I hope we will be supported by the world community," he said. "We do have arms, weapons caches in those provinces."

In fact Funcinpec is almost finished as a military force, and Prince Ranariddh's other threat is likely to carry more weight. "I will travel around the world," he said, "to explain the real situation of Cambodia and ask them to clearly condemn the CPP and to freeze any aid and any support to those who are acting against the will of the Cambodian people."

Despite the animosity between the two largest parties in the assembly, the western and Asian backers of the 1991 Cambodian peace plan believe

that stability will be best served by a Funcinpec-CPP coalition, if only because the CPP has the only credible Cambodian military force apart from the Khmer Rouge guerrillas.

CPP support will also be needed for the passing of a new constitution in the assembly by a two thirds major-ity. UN officials and western diplomats are hoping that at least some CPP leaders, particularly in the armed forces, will refuse to risk fur-ther international isolation by defying

Cambodia and its communist administration are broke, and soldiers are often paid months late. One of the few bargaining chips held by the UN Transitional Authority is its plan to pay soldiers and civil servants some \$5m to \$7m a month until a recognised government is formed,

which critics say brooks no

Western donors who keep

the nation affoat are withhold-

ing all except humanitarian

assistance in protest against

human rights violations. Mala-

a sacked former minister .

bill of rights.

In event of a victory, the

opposition wants a national

unity government set up

within a week to draw up a

democratic constitution and a

or even death, can survive.

Malawians vote

on democracy

THE LIFE presidency of one of

the world's most durable abso-

lute rulers goes on the line

today when Malawi votes on

western-style democracy, Reu-ter reports from Blantyre.

has run the tiny southern Afri-

can nation like a private estate

since independence from

Britain in 1964. But he has

been forced by internal unrest

and western pressure over

abuses of power to hold a refer-

endum on whether Malawi

remains a one-party state or

The nonagenarian Ngwazi.

(conqueror) - officially he is 87

but is widely believed to be

around 95 - predicts the roughly 4m voters will endorse

An opposition alliance is

equally confident that Mala-

wians have woken up from

years of oppression to a new

dawn of democracy creeping

Whatever happens, diplo-

mats say it is unlikely Dr Ban-

his paternal autocracy.

over Africa.

permits opposition parties.

Dr Kamuzu Hastings Banda

Reduced support for Iran president

IRANIAN President Akbar Hashemi Rafsanjani won a second four-year term yesterday with a reduced vote that underlined the waning popularity of the country's Islamic revolution. Reuter reports

from Tehran. But Mr Rafsanjani saw the result as a vote of confidence in his economic reform plans. That a considerable majority of people supported the programme is a great asset for me ind my colleagues that would encourage us to execute the rest of the programme with confidence," he said in a message broadcast on radio and

Diplomats described the result and the low turnout as a near-humiliation which could severely limit the president's

authority. Final results of Friday's poli, announced yesterday, gave the 58-year-old cleric 10.6m votes, or 63.2 per cent of the vote, compared with 94.5 per cent in the 1989 election.

opposition on pain of detention The turnout was 57.6 per cent, showing that economic hardship made many voters indifferent to calls from the ruling clergy for a mass display of faith in the 1979 revo-

wians have shown unprece-It meant that Mr Rafsanjani. dented resistance to the ruling running against three no-hope Malawi Congress Party (MCP) challengers, won endorsement - rioting a year ago killed from fewer that 11m of the 29m Iranjans eligible to vote,

about 40 people.

Even the old president has appeared to acknowledge he The big surprise was Mr cannot go on as before. At one Ahmad Tavakkoli, a former labour minister who now edits rally he conceded there was the economic section of Tehmore than one side to debate. ran's right-wing daily Resalat. The Alliance for Democracy His campaign attacks on eco-(Aford) is campaigning for a multi-party vote with the nomic mismanagement cap-United Democratic Front (UDF) led by Mr Bakili Muluzi, tured 23.8 per cent of the

Diplomats said the weakened Mr Rafsanjani may now be more reluctant to push through with efforts to curb radicals who continue to foment militancy at home and



Trade unionist Chakufwa Chihana, leader of the Alliance for Democracy (Aford), gives a victory salute to supporters as he is freed on

Nigerian election goes smoothly

government successfully staged elections for a civilian president on Saturday, after three delays in the last three years, but turnout was low. Results are unlikely to be announced until tomorrow at the earlies

Among those who did not cast a vote were Mr Bashir Tofa, the presidential candidate for the right-of-centre National Republican Convention (NRC), and his vice-presidential running mate, Mr Sylvester Ugoh. Mr Tofa arrived late at his local polling booth in the northern city of Kano, and found that his voter's registration card was out of

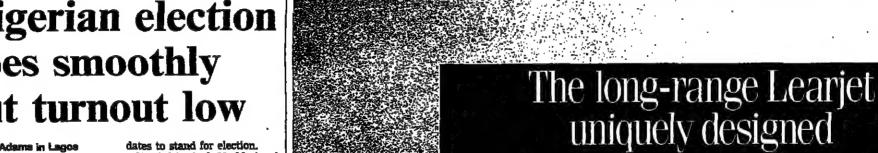
Under Nigerian law, a candidate is barred from winning the presidency if he is not registered to vote in these polls but the National Electoral Commission has already cleared both parties' candi-

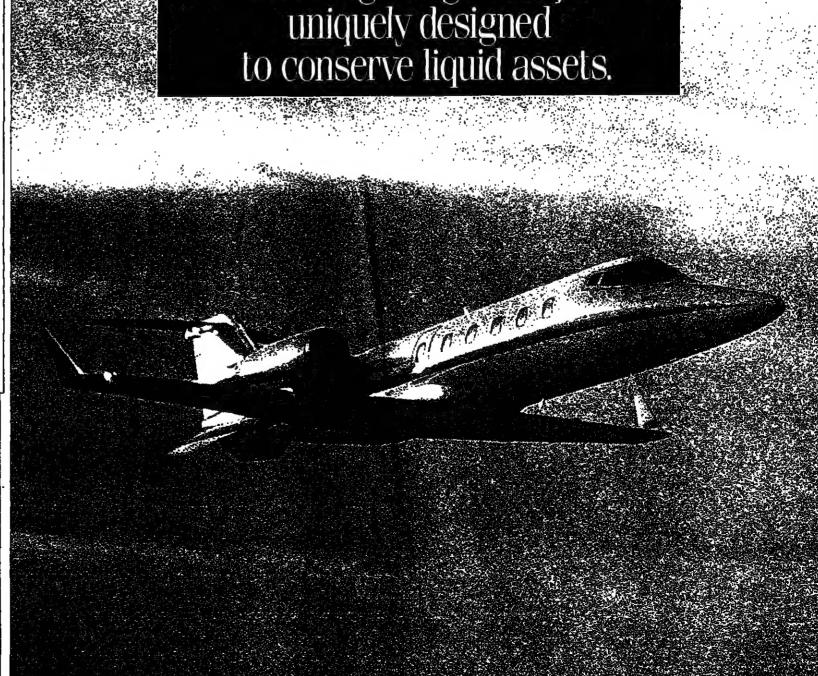
Mr Tofa's rival, Mr Moshood Abiola, had no such problems at his polling station, which is in Moshood Abiola Crescent in Lagos, but the turnout, even in such partisan territory, was about a third of the number registered to vote.

Of the 38m who are regis tered, disillusionment with the choice of candidates and the rigid voting schedule helped to keep voters away even in the urban areas where there were shorter travelling distances.

Everyone had to be at their polling station by 8am to be accredited and to remain after voting until about midday when the ballot papers were

Polling passed off smoothly in most parts of the country. The agents of both parties were able to check the count at each level. One of the foreign observers at these elections will be at the electoral commission headquarters to watch the





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Trade seen as key for Clinton

BIG business in the US is worried about President Clinton's slide in popularity but is pinning its hopes of a revival on a breakthrough in the Gatt world trade talks next month, according to Mr John Sculley. chairman and chief executive of Apple Computer.

Mr Sculley said an agreement on market access between the US, Japan, Canada and the EC at next month's Group of Seven summit in Tokyo would give an impor-

the world economy, strength-ening Mr Clinton's chances of securing congressional support for his tax package

A confident of Mr Clinton. Mr Sculley added these two successes would leave the president able to take on ratifica-tion of the North American Free Trade Agreement with Mexico and Canada: "Then you will see his popularity increasing dramatically in September and October."

Mr Sculley offered his assessment of the US and European political scene during a wideBrussels, where he was attend-ing a meeting of the Transatgroup of industrialists and parliamentarians dedicated to improving transatiantic rela-

in the interview, Mr Sculley described Mr Jacques Delors, president of the European Commission, as a "true visionary" in his drive to create the European single market. Now he was the ideal figure to carry a new message: that the EC had to move from the "old economy" to a new, high skills. information intensive economy

dependent on increasing productivity. Higher productivity did not mean fewer jobs, he said. Rather the aim should be to raise productivity through eco-

nomic expansion by means of

greater market access. Mr Sculley was equivocal about the EC's plans for a single currency.

He criticised high German interest rates as "a misplaced policy", adding that it was unfortunate that all of Europe is having to pay for the assimi-lation of East Germany into West Germany".

drew a distinction between Japan and the EC, noting that the US-European relationship had largely been trouble-free in the context of the overall trade

On Japan, Mr Sculley strongly defended the administration's tough approach.
Although he rejected the term
"managed trade", he suggested that some numerical measure of market access was justified. "However you get there, the US can't go on year after year with a huge bilateral imbalance between us and Japan."



Scalley: defended US approach

EC hopes Bonn row will fade

By Lionel Barber

THE European Commission is counting on quiet diplomacy to head off a damaging dispute with Germany after disclosure of a secret non-aggression pact on telecommunications between the Bonn government and the US.

EC officials believe the bilateral understanding forswearing trade sanctions was struck by the Economics Ministry without the knowledge of the German Foreign Ministry.

Sir Leon Brittan, EC commissioner for external economic relations, has asked Bonn for an explanation and Brussels officials yesterday described the German move as a direct challenge to the single European market, and said it could jeopardise EC unity in the Gatt

"If the German government sticks to its position, it is a very serious matter," said a senior EC official, referring to the political damage ahead of next week's EC summit in

The understanding on telecommunications and other service industries was reached between Mr Günter Rexrodt, federal economics minister. and Mr Mickey Kantor, US trade representative, apparently in the margins of this month's annual meeting of the Organisation of Economic Co-operation and Development. Mr Rexrodt indicated that Germany would not pass into law

Article 29 of the EC's Utilities Directive which gives a 3 per cent price preference for EC

Mr Rexrodt also pledged not to apply discriminatory trade sanctions against the US which earlier imposed a ban on bids from EC companies for \$19m worth of public procurement contracts, in protest against Article 29's restrictive provi-

The German move challenges the decision by 12 EC foreign ministers to impose a \$15m sanctions package in retaliation against the US on June 8 in Luxembourg. It seems to contravene the Treaty of Rome which awards sole competence in trade policy to the European Commission.

Last Friday, the German Economics Ministry defended its moves, declaring that Germany was bound by a 1954 friendship treaty with the US which forbids trade discrimination. It also insisted that the Utilities Directive was drafted deliberately loosely, so that the EC "may apply Community preference" and that any agreement was "not withstanding existing commitments to

third countries". EC officials hope that Mr Reprode will come under pressure from colleagues, nervous about the political reaction.

Diplomats in Brussels noted, however, that the German government has become much more assertive in its defence of free trade principles recently.

NEWS IN BRIEF

French bank reform backed

THE French National Assembly has approved the Balladur government's proposals to reform the statutes of the Bank of France so it can become an independent central bank in keeping with the terms of the Maastricht treaty, Alice Rawsthorn write

Despite opposition from hardliners in the Socialist opposition and from Gaullist nationalists within the centre-right coalition government, the National Assembly voted to accept the proposed

reforms by an overwhelming majority.

Mr Edmond Alphandery, economy minister, will on Wednesday present the final proposals for the new Bank of France legislation to the council of ministers. Under the new law the term of office of the governor and two deputy governors of the bank will last for six years and can be renewed once.

Mints cash in on gold coins

Seven of the world's mints are hoping to cash in on reviving consumer interest in gold coins following the recent rally in the gold market. David Blackwell reports from Istanbul.

The World Gold Council, trade association of the gold mining industry – revealed at the weekend that world sales of the five leading gold bullion coins on the international market rose by 55.

per cent in April and May to 270,892 troy ounces, compared with the same period last year.

The council and the mints are spending \$6m on a co-ordinated world advertising campaign starting in the Financial Times on Monday for the Australian kangaroo nugget, Austria's Vienna philharmonic, Canada's maple leaf, Mexico's libertad, South Africa's krugerrand, the UK Britannia and the US eagle.

Jailed westerners in Baghdad

Foreigners visiting westerners detained by iraq confirm that a Briton and a German sentenced to eight years in prison for illegal entry are now in a Baghdad jail, diplomats said yesterday Reuter reports from Baghdad

They said the Briton, Shoon Dunn, 23, and the German, Kai. Sondermann, were in Abu Ghralb prison on the western outskirts of Baghdad where other foreigners charged with similar offences are serving their sentences. The two men were arrested at gunpoint on May 28 and had been sentenced to eight years in fail on June 6 for illegal entry, a Foreign Office spokeswoman has said. Their imprisonment brings to six the number of Kuwait-based expatriates jailed by Iraq this year for illegal entry.

Israel approves free trade zone

Israel's cabinet yesterday approved plans to establish a private sector free trade zone to stimulate foreign investment and create jobs, Julian Ozanne writes from Jerusalem. Investors in the zone, to be sited either in the Galilee or the Negev desert, will be granted a 20-year income tax holiday and indefinite exemption from customs duties and import-taxes.

Mr Avraham Shochat, finance minister, promised that the free trade zone, the country's first, will create thousands of jobs for an economy with an unemployment rate of 10.6 per cent.

The finance minister also said yesterday that the scheme was designed particularly to attract US and other foreign companies which have complained about excessive bureaucratic red-tape for new foreign investors in Israel.

Egyptian extremist hanged

A Moslem extremist convicted of terrorist attacks and trying to overthrow the Egyptian government was hanged yesterday, the first execution among 22 militants sentenced to death by military courts, AP reports from Cairo.

An Egyptian convicted of spying for Israel was also hanged said a military official who declined to be further identified. Last year, President Hosni Mubarak started referring Moslem extremists to military courts to ensure speedy trials. The government has been involved in a violent confrontation with the radicals who want to turn Egypt into an Iranian-type theocracy. Over 150 people have been killed since 1992.

'Rattle Pepsi can before sipping'

The president of a regional Pepsi bottler urged cola drinkers to rattle their cans before taking a sip after a second can of Diet Pepsi was found to contain a hypodermic needle, touching off a federal criminal probe, Reuter reports from Seattle

Mr Carl Behnke, president of the regional Pepsi bottler Alpac, said that preliminary Food and Drug Administration (FDA) laboratory tests revealed no contamination but urged consumers to inspect soda cans carefully.

Mr Behnke said the FDA had not advised it to recall its products, but it had opened a free consumer hotline.

US, Japan fail to bridge gap in trade talks

By Michiyo Nakamoto in Tokyo

TWO days of talks between the US and Japan, which ended in Washington on Saturday, failed to narrow the gap between the two sides on a framework for bilateral trade negotiations and in particular on how Japan's huge trade surplus might be reduced.

The talks were the first round of formal exchanges between US and Japanese officials aimed at formulating a framework for negotiating economic and trade issues, which was agreed between President Bill Clinton and Mr Kilchi Miyazawa, the Japanese prime minister, in April.

The inconclusive nature of the talks leaves the possibility of further uncertainty on the foreign exchange market where US unhappiness with Japan's surplus and the lack of a clear Japanese strategy for reducing it have led to the rapid appreciation of the yen against the dollar.

Although details have not been revealed, on the first day of talks the US is believed to have urged Japan to accept its proposal to set a target of reducing its current account surplus to within 1-2 per cent of GDP development and increase the ratio of imports to

Japanese officials, however, are expected to have rejected

people in the western port of St Marc

Bertrand Aristide, AP reports from

The march, an unusual act of toler-

ance, was one of several signs of growing support for the reinstatement

The ups and downs of inflation

Port-au-Prince.

march over the weekend in protest at the 1991 ousting of President Jean-

that on the grounds that the surplus and its import ratio are both the result of economic activity over which they do not, as members of a free mar-

ket economy, have control. The US and Japan are committed to agreeing ground rules and procedures for the talks before the Group of Seven summit early next month. However, the two sides are still far apart on their views of what lies behind

Japan's high trade surplus. The US believes the closed nature of Japan's markets is a main reason for the surplus and would like to set measurable indicators of progress to ensure that Japan opens its markets to imports.

Japan, on the other hand, Insists that it has one of the most open markets in the world and emphasises the imbalances of investment and savings in the two countries as being a big factor behind its surplus.

It believes more long-term measures are needed on both sides to reduce its surplus with the rest of the world.

On the second day of the talks, the US and Japan were, however, able to agree on global co-operation in issues such as environmental protection and technology transfer. The talks are expected to resume in Tokyo in the last

cally elected president. Pro-Aristide

and anti-army demonstrations have

routinely been crushed by soldiers

In the capital, the presidents of

Haiti's business associations met to

draft a declaration urging Aristide's

week of this month.

since the coup.

SOLDIERS allowed several thousand of Mr Aristide, Haiti's first democrati-

Mondale faces testing time on Tokyo mission

MR Walter Mondale, the cost, who arrived in 1989, has former US vice-president piccoincided with a distinct chilltured above with President ing of sentiment on both sides of the Pacific. Japanese critics Bill Clinton, will arrive in dubbed Mr Armacost "Gaiatsti-Japan as US ambassador at a time when relations are strained by trade tensions and san" - Mr Foreign Pressure - for his frequent criticism of plagued by cultural miscues, government policy. AP reports from Tokyo. Mr Some believe Mr Mondale's

The draft called on parliament to

recognise the exiled president's legiti-

macy and to approve an Aristide-

designated prime minister to head a

new government. In exchange, it

asked Aristide to grant a general

amnesty to coup leaders and endorse

all laws passed by parliament since he

was ousted.

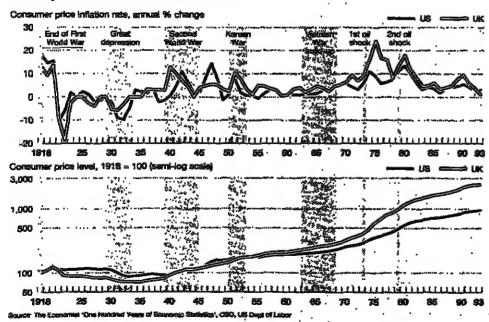
Clinton formally proposed Mr appointment could set a new Mondale as envoy last week. tone; the choice of a former vice-president as ambassador The tenure of outgoing Ambassador Michael Arma-

Soldiers allow Haiti protest in support of Aristide The army high command backs the proposal, according to a businessman

close to senior officers. A consensus for Aristide's reinstatement is also building among legislators. The National Assembly was due to convene today to begin working

out a solution. The march was organised by Protestant churches in the city 60 miles to the north of Port-au-Prince. It has been the middle class, which supported the coup, that has grown increasingly frustrated with the failure of military-backed governments to find a way out of the crisis resulting

from international economic sanc-



Exaggerated rumours of inflation's death

tions imposed after the coup.

IS inflation a thing of the past? "Yes" is the answer given by contemporary conventional wisdom. This sounds too good to be true. It probably is.

Indices of consumer prices suggest that the purchasing power of a 1933 pound had fallen to a mere 3p by 1993, while that of the dollar had declined to 9 cents. Ever since the Great Depression, money has been the creature of the state, which has discharged this responsibility with out-

standing incompetence. People go to jail for using fraudulent weights and measures. Governments try to get elected for doing the same thing to money. The reason they do so is that many voters benefit from the fraud. Unanticipated inflation creates unearned wealth and undeserved poverty. Politicians who

could not get away with voting for the implied transfers of income and wealth hope to do the same thing by stealth.

Inflation achieves these effects only when unanticipated. But a steady rate of inflation can hardly remain unanticipated forever. That is the main reason why the inflation of the 1950s and 1960s exploded in the 1970s. Since the 1940 price level was below that in 1918 for both the US and the UK, it is not surprising that society took time to adapt to rising prices. By 1970, however, it had. In the meantime, society itself changed. Once it had a middle class of rentiers. Now it has one of barely abashed property speculators

Inflation peaked in the 1970s. Although it has been far lower in the 1980s, it has still not ceased. Yet, given the difficulty

of measuring quality improve-ment, it may not be all that far from the definition advanced by Mr Alan Greenspan, chairman of the Federal Reserve. "Price stability," he argued. "means that expected changes in the average price level are small enough and gradual enough that they do not materially enter business and

household decisions". Yet how optimistic should one be about the future? Some argue that competition from new suppliers will keep prices down. But this confuses changes in particular relative prices with changes in the overall price level. Others point to the low growth of credit and broad money everywhere that matters, except, amazingly, in Germany. This is a better argument, but sooner or later banks will have

restored their capital base and borrowers will have regained their courage, even though this may take several more years. A more cogent argument for optimism is that the benefits of inflation to policymakers are now small, its victims are bet-

ter able to protect themselves

and its beneficiaries are also

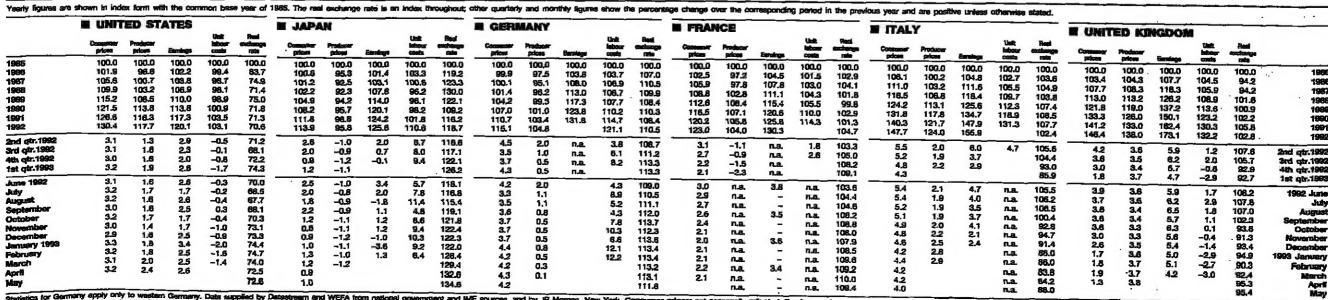
politically weaker. Pensioners, for example, are too important a lobby to ignore. Meanwhile, potential victims either lend short or demand high long-term nominal interest rates in relation to current inflation. Policymakers know they are permanently on trial and, lacking exchange controls, face immediate penalties if they are condemned.

Nevertheless, there are also four good reasons for fearing that high inflation might be back one day. First, managed

money has never delivered stable prices, or even stable low inflation, over a long period. Second, each year of relatively modest inflation lulls the public further, thereby increase the redistributive effects of another burst of inflation: Third, there are plenty of debtors around who would adore higher prices. Finally, amongst those debtors are almost all major governments, whose accounts are bleeding red ink. The abolition of exchange controls may make it costly for a country to choose inflation on its own. But there is always the alternative of global inflation, no doubt euphemistically labelied "concerted reflation" Buyers of long-dated conventional bonds, remember and

Martin Wolf

INTERNATIONAL ECONOMIC INDICATORS: PRICES AND COMPETITIVENESS



Gene

Turkey's first woman PM must reforge party image

By John Murray Brown In Ankara

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MRS Tansu Çiller, a former economy minister, is to be pre-dominantly Moslem Turkey's first woman prime minister after being elected leader of the largest party in parliament

Mrs Ciller, a 47-year-old academic economist better known for the fact that her husband took her maiden name, won 574 votes in the True Path party's leadership race, just 11 short of an absolute majority of those eligible to vote - on the first ballot. Interior minister Ismet Sezgin, with 320 votes,

Premier faces urgent policy agenda - from inflation to the rebelling Kurds

and education minister Koksal Toptan, with 212, then withdrew their candidacy. She will be sworn in today.

A welcome foil to the drab, grey-suited male politicians of Turkey's mainstream, Mrs Ciller will have to reforge the party's image in the wake of Mr Suleyman Demirel's move to the presidency, which led to yesterday's leadership contest.

Party strengths in parlia-ment are finely balanced. Her first task will be to choose a cabinet in coalition with the junior partners Social Democratic Populists (SHP) after the announcement that Mr Erdal Inonu, SHP leader, would

stand down in September. Written off by many commentators when she was first elected to cabinet in 1991, Mrs Ciller emerged a surprising

better chance for re-election, rather than the respected but uninspiring Mr Sezgin, her

main challenger.

Mrs Ciller faces the difficult task of rebuilding the party ahead of vital municipal elections next year. A staunch European who speaks good English and German, Mrs Ciller is likely to accelerate Turkey's economic convergence with the European Community. She is expected to speed up the privatisation of state enterprises, which lose an estimated \$2bn (£1.2bn) a year.

Her anti-inflation policy has proven more controversial and brought her near to open conflict with Mr Rusdu Saracoglu, the central bank governor. Mr Saracoglu's future must now

Mrs Ciller has cut a curious figure in her Chanel suits assiduously courting the par-ty's predominantly Moslem constituents with claims that the call to prayer makes her feel good".

Addressing the congress of 1,169 DYP delegates, Mrs Ciller promised yesterday she would visit Germany in the wake of right-wing attacks on Turkish families in a number of German cities - another gesture to rural supporters.

She faces an urgent policy agenda - from annual inflation, which is running at more than 60 per cent, and the bloody Kurdish rebellion on the domestic front to an arc of foreign policy concerns from the Caucasus, north Iraq and the Balkans.

During 20 months as chief economics minister she has overseen a radical trade reform, moving the country back on track for full customs union with the European Community in 1995. Following legislative changes the stock

the vote this weekend, the index had reached a record

She has had mixed fortunes in her anti-inflation policy centred on restructuring the government's domestic debt. which has put downward pres-sure on interest rates. Debt service, at about 40 per cent of recurrent budget expenditures, fuelled the public sector's borrowing requirement, running at close to 12 per cent of gross

Mrs Ciller first came to attention when commissioned

on Turkey's debt during the former Motherland party administration. Her findings were so critical it brought the association into direct conflict with then prime minister, Mr Turgut Ozal.

She will want to keep her distance from Mr Demirel, whose accession to the presidency created this leadership

Mr Demirel for his part will want to counter the impression that he opposed Mrs Ciller's



Tansu Ciller: will want to keep distance from Demirel



THE US is to sell helicopters to Turkey and transfer 50 A-10 tank buster aircraft in a \$356m (£231.1m) package unveiled in Ankara over the weekend by Mr Warren Christopher, US secretary of state (pictured left with his Turkish counterpart, Mr Hikmet Cetin). The deal, which exchange has enjoyed a includes the purchase of five Super-Cobra

attack helicopters, gets around a US congressional move last year to cut US military aid to Turkey and Greece and Portugal, other southern flank Nato members, under which grants were changed to credits, writes John Murray Brown.

Until this year Turkey was the third largest recipient of US military aid after

Israel and Egypt, receiving about \$500m annually under the US foreign military sales programme, most of which was used in Turkey's F-16 fighter aircraft manufacturing project.
Mr Christopher said the Clinton admin-

istration would seek congressional approval for the latest sales.

Mediators step up Bosnian peace initiative

Stoltenberg, the international mediators, met Bosnian President Alija Izetbegovic in Geneva yesterday as part of renewed diplomatic efforts to end the slaughter in the former Yugoslav republic, agencies

The talks coincided with reports that Serb rockets flattened a temporary hospital, killing more than 50 patients and medical staff, in the block-aded east Bosnian Moslem enclave of Gorazde.

The death toll, if independently confirmed, would be one of the worst in a single incident in the 14-month war between Bosnia's Moslem, Croat and Serb communities.

Officials of the Moslem-led Bosnian government said it had urged Mr Izetbegovic to return home immediately from Geneva to underline the gravity of the crisis in the enclave. The talks, a day after the mediators met Croat leaders,

focused on the growing conflict between the Moslem-led gov-ernment and its former Croat

Lord Owen said that one of the main aims of the talks was to alleviate fighting between Moslems and Croats "but the essential task is still the overall peace settlement".

Shortly after the discussions, Moslem. Croat and Serb members of Bosnia's presidency gathered at the UN's European headquarters for a special session to discuss temporary power-sharing arrangements.

Lord Owen wanted the presi-

dency - comprising President Izetbegovic and two other Moslem representatives, two Croats and two Serbs - to consider delegating more authority to a so-called co-ordinating body as a prelude to an interim

Late yesterday Sarajevo radio, monitored by the BBC, said the presidency had ordered an immediate end to fighting between its forces and

The radio quoted the presidency order as saying: "All conflicts between units of the army of Bosnia-Hercegovina and the formations of the Croatian defence council must stop immediately." It added that Moslem-led government army commander Rasim Delic and Bosnian Croat army chief Milivoj Petkovic would be responsible for implementing

UN commanders called a meeting of Serb, Croat and Moslem army chiefs to take place at Sarajevo airport tomorrow to discuss a lasting

Lord Owen and Mr Stolten-berg hope to gather leaders of all the Bosnian factions, as well as Serb President Slobo dan Milosevic and Croatian President Franjo Tudjman, for talks in Geneva on Wednesday.

From the battlefront, Sarajevo's Moslem-controlled radio said there were no survivors of the direct hit on the temporary hospital building in Gorazde and added: "Pieces of human bodies are mixed with cement, broken boards, bricks and mor-

Fifteen people were reported killed yesterday before the hospital was hit.

About 60,000 inhabitants and refugees are trapped in Gorazde, which Serbs are attacking in defiance of its designation as a UN safe area.

Meanwhile, Sarajevo had one of its worst bouts of shelling in weeks as gunners around the city ignored a warning by the commander of UN troops in Bosnia that the country was sliding towards anarchy.

On Saturday General Philippe Morillon threatened to pull out the 9,000-strong UN Protection Force under his command if local political and military leaders did not commit themselves firmly to the faltering peace process.

General Motors warns VW over Spanish plant

By Christopher Parkes in Frankfurt

GENERAL MOTORS of the US has warned Volkswagen of further legal action if it goes ahead with plans for a revolutionary ultra-low-cost car production plant in Spain.

A letter delivered at the weekend to Mr Ferdinand Piëch, chairman of the German group, said a "similar" project was prepared by Mr José Ignacio Lopez de Arriortúa while he was still employed by General Motors.

The warning was sent as Mr Lopez prepared to hold his first press conferences since he defected from the US group to VW in March. In two appearances today, in Hanover and later in Madrid, Mr Lopez is expected to announce that Volkswagen will build a new super-lean production plant in his Basque homeland, where cars can be built in less than half the time needed in the average European factory.

Last week Seat, VW's Spanish subsidiary, said "some especially interesting" propos-

regional authorities. The GM letter represents a further step in the US group's campaign against Mr Lopez, which is focused on charges, now under investigation by public prosecutors in Germany, that he and several of his associates took top secret industrial, model and marketing plans with them when they

went to VW. While still at GM, Mr Lopez shrouded his proposals for the so-called Plateau 6 works in secrecy. Numbered copies of all plans, including draft factory drawings and car model designs, are still in the possession of the US group's top exec-

Mr Lopez campaigned fiercely at GM for his Plateau 6 plant to be built in his homeland, where he retains strong political connections. The US group's refusal to comply, and its preference for any future investments to be made in eastern Europe where costs are below those in the European Community, are understood to be the main reasons for his

The Plateau 6 concept is aimed at improving production efficiency beyond the levels achieved by Japanese manufacturers. The proposals include plans for component suppliers to ship complete modules rather than single parts into the works where their employees would install them in vehicles. Other concepts include a wide range of differential pay rates for car assembly staff, breaking with the standard practice of paying all line operators the same basic

Last month GM suffered its first important loss in its legal battle against VW.

An initial attempt to prevent seven former employees of GM and Adam Opel, the US group's German subsidiary, from working for VW for 12 months was thrown out by a Frankfurt

The seven included former top members of Mr Lopez's buying team at GM, who left the US shortly after their strictest confidence. Box No. 2032.

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Tough Yeltsin line on Kuriles

PRESIDENT Boris Yeltsin has told Japanese hosts of next month's Group of Seven summit not to expect any concessions on the four Kurile Islands they want back from

In comments which are likely to be seen by Tokyo as insulting, he said on Saturday he felt "a certain discomfort" as there would be a meeting with Mr Kijchi Miyazawa, Japan's prime minister, and the question of the islands would come up. "I will not be able to tell him anything new."

Mr Yeltsin, who is expected to discuss aid for Russian ecunomic reforms with G7 leaders in Tokyo, is also likely to touch on bilateral issues in talks with Mr Miyazawa.

The trip next month follows the last-minute cancellation of a bilateral visit last autumn and confusing signals about whether he planned a separate visit after the summit.

It has also emerged that the shadowy security council, which last year took the decision to cancel the presidential visit to Tokyo, is to be headed by Marshal Yevgeny Shaposhnikov, previously head of the Commonwealth of Independent

States' unified command. The council is a committee of senior officials that deals with foreign and some domestic affairs, in addition to secu-

Mr Yeltsin said he had appointed the marshal without consulting other common-wealth states because their plans to set up their own armies meant the unified command no longer had "much weight". The marshal was chosen for his military background and because Mr Yeltsin had "absolute faith" in him, unlike his predecessor, Mr Yuri Skokov, sacked for disloy-

Dealing with diplomacy closer to home, Mr Yeltsin said he would meet Ukrainian President Leonid Kravchuk on Thursday to discuss problems of fuel supplies to Ukraine and the row over the Black Sea Fleet. "We had to turn the tap off [energy supplies], then immediately there was this fuss over the Black Sea Fleet," he said. Moscow could not go on "giving away energy" to Ukrainian enterprises which were not paying their bills.

Azerbaijan turns to old guard

MR Geidar Aliyev, former Communist party boss in Azerbaijan, was set yesterday to sweep back into power on the coat-tails of nationalist democracy's failings, writes Leyla

The protege of former Kremlin leader Leonid Brezhnev was offered the powerful post of parliamentary chairman after Mr Isa Gambarov, one of the leaders of the anti-Communist Popular Front, said he was resigning for the sake of "civic accord". Mr Aliyev, 70, was invited

back to the capital Baku after an uprising launched by one of his supporters in Gyandzha, Azerbaijan's second largest city. The leader of the insurrection. Mr Suret Guseinov, who is holding government officials hostage, has called for the resignation of President Abulfaz Elchibey, who sacked him from his military command in the disputed Nagorno-Karabakh region ear-

lier this year. Meanwhile, Azerbaijan switches fully to its own currency - the manat - tomorrow, according to a presiden-

Cabinet rifts open on tax and spending

By Ralph Atkina

CABINET rifts over government tax and spending policies opened yesterday as Mr Michael Heseltine raised the spectre of Tory manifesto promises becoming casualties of the battle to control public borrowing.

As senior Torles sought to brush off further falls in opinion polls, the trade and industry secretary clashed with right-wing Cabinet ministers who made clear their opposition to reneging on the Conser-vative's 1992 election pledge not to increase income tax.

The row preceded Thursday's public spending Cabinet

Nadir acts

his trustee

MR ASIL NADIR, the fugitive

businessman, has attempted to

revoke the power of attorney

which he gave to his trustee in

bankruptcy. Mr Neil Cooper, the trustee

from accountants Robson

Rhodes, confirmed yesterday

that he had received a letter in

Turkish and English signed by

Mr Nadir on Friday. The letter withdrew Mr Cooper's right to

If Mr Nadir's revocation is

accepted, it will further

threaten attempts by the

trustee to keep control of

assets in Turkey on behalf of creditors, and could also prove

politically embarrassing for the

Turkish government, which

has been in talks with the Seri-

ous Fraud Office and the Brit-

ish authorities about the for-

mer head of Polly Peck

advance of Tuesday's prelimi-

nary bearing at the Old

Bailey on Mr Nadir's case,

at which lawyers representing

Mr Cooper will claim rights

to £2m of Mr Nadir's £3.5m bail

money which he forfeited by

fleeing to northern Cyprus last

The action comes just in

International.

act on behalf of Mr Nadir.

against

By Andrew Jack

leagues that public spending cannot breach the £253.6bn ceiling set for the 1994-95 financial year. Mr Clarke will tomorrow break with recent tradition and use the Mansion House speech in the City - his first speech as chancellor - for wide-ranging review of eco-

nomic policy.

A damaging split over tax and spending priorities, likely to continue over the summer as the Treasury struggles to curb departmental budgets, will add to the difficulties Mr John Major faces in restoring confidence in his leadership.

In a interview yesterday, the prime minister said he was "philosophically attracted to

BARCLAYS, the biggest UK

bank, is on the short list of bidders to buy DVOIT, the

organisation that provides

computer services to the

Department of Transport and

of the US; Computing Sciences

Corporation of the US; Hos-

kyns, the UK computing ser-

vices group; and a consortium

combining DVOIT managers

DOUBTS about the future of 12

reprieved coal mines have

increased following the insis-

tence by the two main electric-

ity generators that British Coal

reduce prices to below world

levels to reflect stocking costs.

shareholders should have to

pay stocking costs for coal we

do not need immediately," said

The hardline approach by

one generator executive

There is no reason why our

By Michael Smith

By Robert Peston,

Banking Editor

the lowest possible level of taxation." But he was not prepared to prejudge November's

Mr Major faces the ignominy today of a review by the rightwing 92 group of Tory back-benchers of Conservative party prospects. Their message, although coated in language supportive of the prime minister, is expected to make plain that in their eyes he is on pro-

Senior figures on the Tory right confirmed yesterday that Mr Clarke, although pro-European, could win their support in a future Conservative leadership election if he successfully cuts state spending rather than increasing taxes.

sing Agency, which collects vehicle excise duty and

licences drivers and vehicles.

Barclays said it wanted to exploit the expertise it has

acquired over the past 30 years

running one of the country's

biggest computer systems,

Most Tory MPs believe, however, that a leadership chal-lenge is highly unlikely this year. But few - including the prime minister bimself in his Mail on Sunday newspaper interview - are prepared to rule out a contest before the general election.

An earlier test will be the Christchurch by-election, where the Tories are defending a 23,000 majority. Late July, just before the Commons' rises for the summer recess, emerged at the weekend as the most likely date.

Speaking on BBC television, Mr Heseltine expected "turbulence ahead" for the govern-ment and predicted the economy, schools testing and policy

A year ago Barclays set up a

trading business, Barclays

Computer Operations (BCO),

which runs the bank's com-

puter operations and also com-

petes to manage other compa-

operations, which are being

contracted out to the private

The bank said that in the

past year BCO had acquired 10

clients in addition to working

He said that Britain was living "beyond its means" with "an infrastructure of entitle-

ment and opportunity" way beyond the nation's ability to pay. Asked about income tax rises, Mr Heseltine said the chancellor had to "re-visit" all options for tackling the deficit, but added: "You will find in practically every case that ment which blocks off the options, and if you then say fine, we've made a manifesto commitment, all the options are blocked off, well I tell you it won't be a £50bn deficit we're dealing with next year, it will be a bigger one."

Bank bids for state computer service seeking ways to boost earnings from their complex computer included some substantial UK

companies, though it declined to name them. It also refused to comment on its bid for DVOIT, because it has signed a confidentiality agreement with the government. The question remains of whether it would want to employ all of DVOIT's staff or

DVOIT, based in Swansea. has 500 employees and three mainframe computers, which can be accessed from 4,000 terminals in 200 offices throughout the UK. The Department of Transport said it hoped to complete the privatisation of DVOIT by the end of the

its executive agencies. which provides money transnies' computers, a service There are four other bidders mission, cheque clearing and known as Facilities Managekeep its mainframe computers. on the short list: EDS-Scicon, settlement services. ment. It has since made an the information technology Its bid is part of a strategy to abortive bid to manage the subsidiary of General Motors reduce its dependence on earn-Inland Revenue's computer

systems.

ings from traditional banking activities. In common with many banks, Barclays expects only modest growth in sales of banking services in the next few years. No other UK clear-ing bank has gone this far in for the bank. It said these

National Power and PowerGen

will anger ministers because

the government has said it will

subsidise output from the 12 to

meet the difference between

production costs and sale

prices until privatisation

Unless British Coal can

increase sales by 15m tonnes a

year it is likely to have to start

closing the pits, which were

reprieved less than two months

ago after a public outcry over

plans for a further sharp con-

within three years.

Reprieved pits under threat over prices

traction of the mining indus-

The generators' case for lower prices is based on their argument that anything they buy will have to be added to stockpiles already big enough to meet the needs of power stations for six months.

British Coal has already negotiated to sell 40m tonnes of coal to the generators this year and 30m in each of the next four years. These sales will, however, provide a market for only the 19 pits which British Coal considers its core

The company has already offered to cut the price to between 90p and 95p a giga-joule - a measure of thermal efficiency - less than twothirds the price in the core contracts.

But that figure compares with a price of about 86p for coal traded in Rotterdam, where most coal imports to Europe are bought and sold.

Tory manifesto promises could become casualties of battle to control state borrowing | Terror attacks highlight problems for industry

Chris Tighe and Deborah Hargreaves on plant security

THE IRA bomb attacks last week in north-east England on a Gateshead gasholder and an Esso petrol and oil terminal in North Shields have highlighted the security problems terrorism poses for the owners of industrial installations.

Such complexes offer terrorists an economic target, presenting the opportunity for dramatic, publicity-generating damage and serious disruption to business interests.

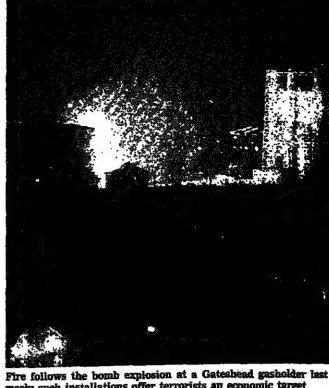
After last Wednesday's explosion and fire, caused by an IRA attack at Tyneside's largest gasholder complex, Mr James Marris, chairman of British Gas Northern, admitted it was impossible to achieve total security at such a compound. "I don't think we can stop anybody getting into any of these sites. A determined intruder can get in almost anywhere The main thing is to detect it quickly enough to do something about it."

Esso, whose North Shields terminal has been attacked by the IRA twice in seven weeks, refused to discuss its security arrangements at the site, apart from confirming that it had round-the-clock cover.

Esso stressing the vast acreage of land covered by installations such as oil refineries and petrochemical complexes, endorsed Mr Marris' comments: "He is expressing the views of everybody who is involved in running industrial complexes which have an element of risk about their operations or products."

Lessons should be learned and action taken "to make sure either it can't happen again or to make sure the risk is managed more tightly", said

Most oil companies employ former police and army officers as security advisers and many have contracted out their security. While many companies are reluctant to talk about their arrangements, British



week: such installations offer terrorists an economic target

Petroleum said the recent bombs had led to the tighten-

ing of security. The three gasholders on the Gateshead site attacked last Wednesday have a total capacity of 7.7m cu ft of gas. The compound is near homes and 400 people were evacuated for five hours following the explo-

sion and fire. But Mr Marris insisted that gasholders, which resisted wartime bombing, were "inherently safe structures". The gas in the holders would not explode unless it was mixed with air and the their structure made that unlikely to happen.

British Gas has fallen vic-tim to four IRA bombs -the recent Warrington bombing and two sites in London in the 1980s. "It looks pretty dramatic, which is why they target them, but the chances of someone being injured are pretty slim," the company said

North-east England's good road infrastructure is normally cited as an attraction for inward investors but it is becoming evident that it is also a bonus for terrorists. Northumbria police last week noted the proximity to fast roads of the sites on Tyneside targeted by the IRA.

The police declined to comment on speculation that an IRA cell might have been set up in the region. Newcastle University politics lecturer Mr David George, a terrorism spe-cialist, believes that targeting north-east England, along with the north-west and London, helps the IRA promote its

image of omnipotence. They want to show the IRA has a very long arm," he said. One of the notable features of the region, which has 350 foreign-owned plants, is its strength in securing inward

But Mr George warned management at these workplaces, as well as the operators of high-risk sites handling volatile substances, to beware of

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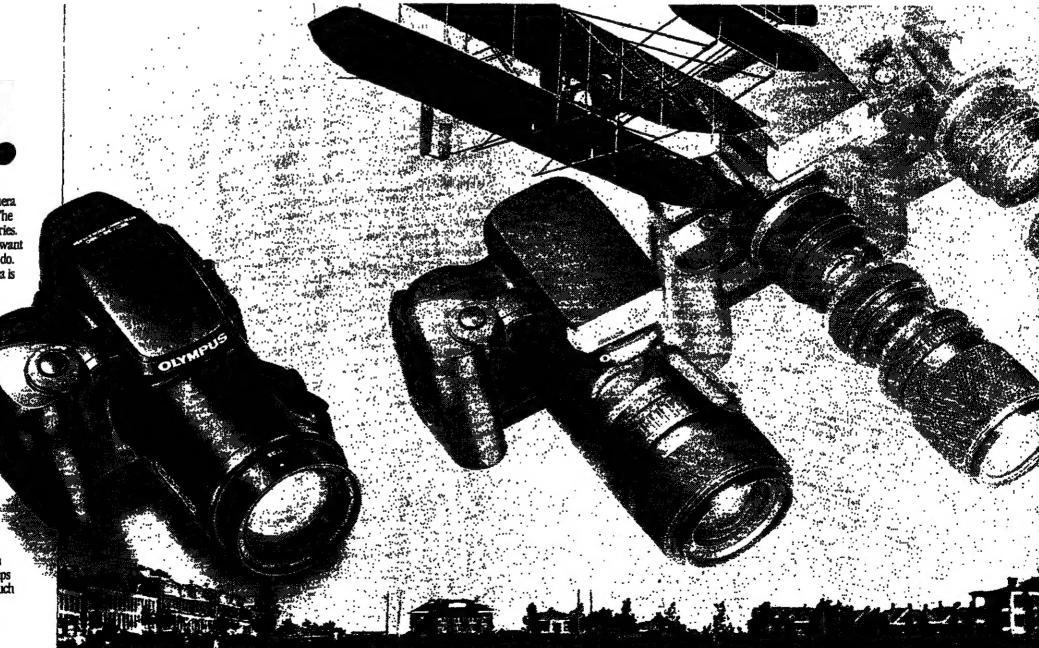
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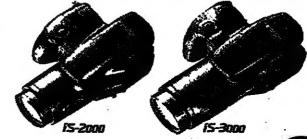
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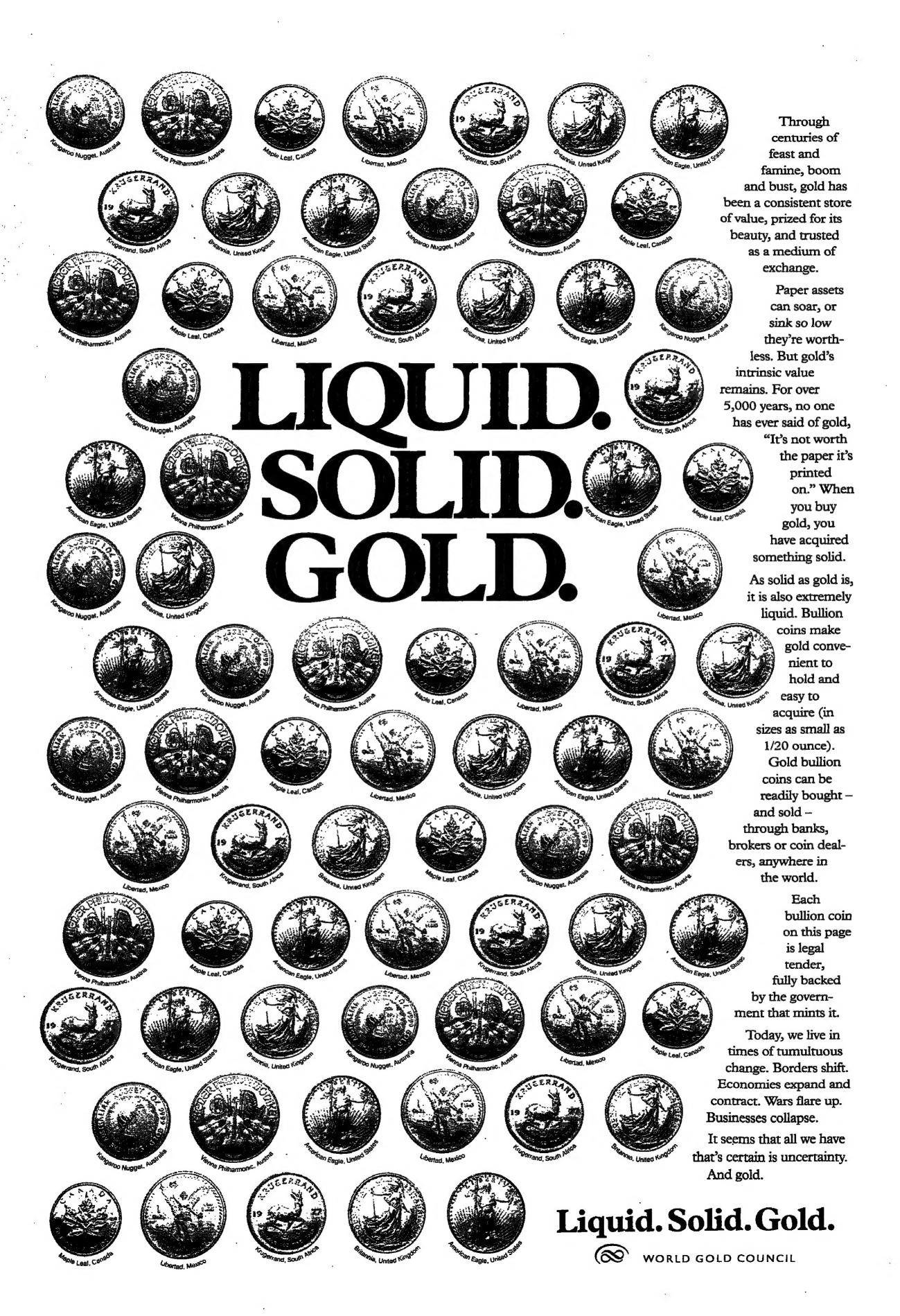
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THE WEEK AHEAD

ECONOMICS

Hope of pointers on UK policy from Clarke's first Mansion House speech

MR KENNETH Clarke, the new British chancellor has picked a busy, and potentially awkward, week to deliver his first pre-bud-get Mansion House speech. Economists are hoping tomor-row's speech will help them form a clearer idea of what the so-far

a clearer loca or what the so-far reticent Mr Clarks has in mind for the UK economy. He will be speaking after the release of May's industrial pro-duction figures. Manufacturing output is forecast to have risen marginally on the month. Another fall – following a 0.3 per cent month-on-month fall in April - would increase pressure on the new chancellor to ease monetary policy. But unemploy-ment data later in the week is forecast to show only a slim rise in the May jobless total following

events of the week follow. The from MMS International Today: UK, May producer prices index, input (down 0.2 per cent on month, up 7.1 per cent on

year), output (up 0.2 per cent on year), output (up 0.2 per cent on month, up 3.9 per cent on year), excluding food, drink and tobacco (up 2.7 per cent on year). Spain, May consumer prices index (up 0.3 per cent on month, up 46 per cent on year). Swaden May unemployment rate (7.8 per cent). Switzerland, Bank for

PARLIAMENTARY DIARY

mons: Questions to National Heritage ministers, Public Accounts Commission, Commons Commiss and Commons Leader. Leasehold Reform, Housing and Urban Development Bill, Lords Lords: Pensions Scherr reland) Bill, second reading. Crofters (Scotland) Bill, second reading. Scottish Land Court Bill, second reading. Education Bill, report. Osteopaths Bill, committee. Local (Amendment) Bill, second reading Select Committees: Treasury a civil service – financial services deregulation, 4,15pm, Witness Mr Andrew Large, chairman, Securities and investments Board. Public accounts - grant-maint schools, 4,30pm, Witness; Sir Geoffrey Hofland, permanent secretary, department for educa information - the parliamentary data Witnesses: Mr Jeremy Bray MP, Sir David Mitchell MP.

I TOMORROW Commons: Education que 3.15pm Questions to the Prime Minister, Trade Union Reform and Employment Rights Bill, Lords

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International Settlements annual meeting in Basie. US, April busi-ness inventories (up 0.1 per cent); May Atlanta Fed Index. Hong Kong and Australia, markets closed for holiday.

closed for holiday.

Tomorrow: UK, Chancellor Kenneth Clarke delivers Mansion House pre-Budget speech in London; June CBI distributive trades survey published: April manufac-turing output (up 0.3 per cent on month, 2.1 per cent on year), industrial production (up 0.2 per cent on month). Finland. May industrial production (up 0.2 per cent on month). Finland, May CPI (up 2.6 per cent on year). US, May CPI (up 0.2 per cent), excluding food and energy (up 0.2 per cent), May real earnings; QI current account; June 1-10 auto sales (6.7m units), truck sales; Johnson Redbook. Canada, April building permits, April wage settlement increases (up 1 per cent). Japan, April machine orders excluding April machine orders exchaing electricity and ships (down 13 per cent); May trade balance (\$8.8bn surplus), May wholesale price index (down 0.2 per cent on month, 2.9 per cent on year). Australia, April housing finance.

Wednesday: UK, May retail

wednesday: UK, stay retain sales (up 0.2 per cent on month, up 3.1 per cent on year), May PSBR (25.2bn). US, May housing starts (1.28m), May building per-mits, May industrial production

(up 0.2 per cent), May capacity utilisation (81.4 per cent). Japan, April Industrial production, April ahipments.

(Continuance) Order.

foreign secretary.

Employment Rights Bill, and of

countryside. Select Committees: Foreign affairs – European council 21-22 June.

Parliamentary Commissioner for administration – report of the

parifamentary commissioner for

Trade and industry - the

parliamentary commissioner. 10.15am. Witness: Mr William Reid,

Industry. 10.30am. Witnesses: CSI, Federation of small businesses.

Weish affairs - rural housing. 10.30am. Witness: Mr Gwilym Jones,

Transport - London's public transport capital requirements.

UK manufacturing output 1985 = 100, seasonally adjusted 122 129 -A 118 --114 ~

1990 91

Thursday: UK, May unemployment (up 6,500), average earnings (up 4 per cent), unit wage costs (down 2.5 per cent in latest three (anown 2.5 per cent in latest three months), May retail prices index (up 0.4 per cent on month, 1.4 per cent on year), excluding mortgage interest payments (up 2.9 per cent on year). Germany, Bundesbank Council meeting in Frankfurt. Switzerland, Swiss National Bank Spring press con-ference. US, April merchandise trade (\$8.5bn deficit), merchan-dise exports (\$38,7bn), merchan-dise imports (\$47.5bn); initial claims week ended June 12 (342,000); state benefits week

ended June 5; Q1 revised produc-tivity figures; June Philadelphia Fed Index; money supply data week ended June 7. Canada, April merchandise exports (up 0.4 per cent on month), merchan-dise imports (down 1.1 per cent), trade balance (C\$900m), April manufacturing new orders (fiat), manufacturing shipments (up 0.2 per cent on month). Friday: UK, May M4 (up 0.3 per cent on month, 3.6 per cent on

Friday: UK, May M4 (up 0.3 per cent on month, 3.5 per cent on year), M4 lending (up £2bn), May net new commitments (£3.5bn). US, June Michigan sentiment. Canada, May CPI (up 0.2 per cent on month, 1.9 per cent on year). Australia, April export prices, April manulacturing prices. During the week: Germany, May WPI (flat); March trade balance (DM1.7bn surplus), current account (DM4bn deficit), May M3 (up 6.8 per cent). May PPI (up 0.1 per cent). account (DM4on deficit), May M3 (up 6.3 per cent), May PPH(up 0.1 per cent on month, flat on year), Italy, April industrial production (down 2.5 per cent on year); April WPI (up 5.6 per cent on year), PPI (up 5.6 per cent on year), Spain, May M4 (up 5.2 per cent on year). Netherlands, May unemployment rate (5.2 per

unemployment rate (5.3 per cent). Denmark, May CPI (up 0.7 per cent on month, up 1.1 per cent on year). Japan, QI GNP (up

Emma Tucker

amendments. Finance 8%, ways and means resolution. Network southeast, London buses Ltd, London underground, London Lords: Railways Bill, second reading. Northern Ireland (Emergency and Prevention of Terrorism Provisions) regional passengers committee; Mr Steven Norris, transport ministr nt - (1) work of the hea and safety commission; (2)the ment of redunda

110

4.15pm. Witnesses: (1)Sir John Cullen, chairman, health and safety Commons: Foreign Office questions. Trade Union Reform and commission and Mr J.D. Rimingto director-general, health and safety executive. (2)Mr lain Vallance, chairman, British debate on Lords amendments. House of Commons Disqualification Act 1975, schedule amendment. Lords: Debate on changes in the Health - community supervision

orders, 4,15pm, Witnes

Virginia Bottomiey, health secretary, Community psychiatric nurses Public accounts - centre for applied microbiology and research. 4.15pm. Witness: Mr Graham Hart, permanent secretary, department

Treasury and civil service - the role of the civil service. 4.15pm. Nitnesses: civil service titiveness of Uk manufacturing commissioners, Professor Eric

Home affairs – funding of political parties. 4,45pm, Witnesses: Sir Norman Fowler, Conservative party Science and technology - translation of the science base into innovative

CONFERENCES & EXHIBITIONS

employment officials. Joint committee on consolidation. etc, bills - (1) Lord charcellor's memorandum on the pension schemes (Northern Ireland) bill. (2) Crofters (Scotland) bill. (3) Scotti Land Court bill. 4.30pm, Witne (1) Mr T. Erskine, office of legislative council, Belfast. (283) Mr F. Wallace

Commons: Treasury questions. 3.15pm Questions to the Prime Minister, Defence estima irst of two days. Lords: National Lottery BIL committee. Debate on energy efficiency of buildings. Select Committees: national heritage - the future of the BBC. 10,30am. Witnesses: Federation Independent Television Commission Opposed bill committee – Greater Nottingham light rapid transit bill.

Commons: Debate on Government strategy for science, engineering

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SEPTEMBER 6 & 7

KENWOOD APPLIANCES, the domestic appliances company that floated last June and made a profits warning three months later, is expected to report pre-liminary pre-tax profits of about £9.5m today, up from £9.3m. Despite a better second half and the acquisition of Tricom in Despite a better second than and the acquisition of Tricom in Hong Kong last November, earn-ings per share are unlikely to be ahead as significantly as expected by some at the float. The City will be keen to have an update on the restructuring

ramme at FKI when the elec

Beeston, chief executive, has seen FKI's share price nearly trable in value since he was brought in from BTR at the beginning of lest year. Analysts, who expect pre-tax profits to have risen from £3im to about £37m, will also be interested in the state of the group's large US automotive market.

Granada, the leisure, television and computer services

Ln. 2006 £400.0

stransus, the leisure, televi-sion and computer services group, is expected to announce healthy pre-tax profits of about 167m for the 25 weeks to March 27 This will 27. This will compare with 257m

on the same of the same of

nnual results tomorrow. Mr Bob

Beeston, chief executive, has

last time although that was for a 22-week period. Modest progress is expected in both rental and television with about 25m profit, against 24.3m, expected for computer services. Noting that investors were showing more interest puter services. Noting that investors were showing more interest in the leisure sector. Mr Bruce Jones, leisure analyst at stockbrokers Smith New Court, said they felt "comfortable" with Mr Gerry Robinson, chief executive. NFC, the transport and logistics company, is set to report interim profits on Wednesday of about £40m, virtually unchanged from a year ago. Analysts will be

from a year ago. Analysts will be

growth from its US logistics business. They will also want to see the effects of the sale in January of the company's waste management division. The sale will depress the transport divisions profits, but reduce group interest costs over the year.

watching for further signs

Dawson International is due to report its results for the year to March 31 on Thursday. One of Britain's biggest clothing mann-facturers, it is expected to double profits to £32.5m. Earni

DIVIDEND & INTEREST PAYMENTS

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n Co., 41, Cheval Place, 6.W., 11.15 American Securities, 16-18, Cartnore American Securities, 16-18, hitmannot Sweet, E.C., 12-30 Genetit Oriocial Ires, Frest, Panters Hall, S. Little Traitly Law, E.C., 12-00 Genetics, Sandiord Springs Got Cate, Weiterlan, Hards, 10.00 Haden MacLallaw, Great Poplars, Straude Roed, Egiton, Survey, 10.00 Heidel Ber, 11-15, Ferm Street, VL, 11.30 Microbus (Johns, Building Entstoyers

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Factor, Marchester, 12.00
Hopkinsons Group, Cophioms Hotel, Clippers
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Militro Fotos Group, 20, West Street, Newbury, Sen, Holden Ford, Royton, Oldherr, Lanca., Trismec, Hyde perk Histel, 86, Knighteb S.W., 12.00 BOARD MEETINGS:

Berent Trick South Water Elect. R THURSDAY JUNE 17 COMPANY MEETINGS: Contra-Cyclical law. Trust, Great East Uverpool Street, E.C., 12.00 CONSTANT NAME INVALA-Autologists Hildgus, Institute of Chartered Accountaries, Moorgain Pince, E.G., 11.00 City of Caland Inst. Treat, 41, Tower HR, E.C., Liverpool Street, E.C., 12.00
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Jermyn Isra, S, Beeston Face, S.W., 12.00
Pleasenbe, 125, High Holborn, W.G., 11.30
Pleasenbe, Franchson Pond Hotel, Churt, Furth
Surrey, 12.00
Riber & Microsoffile General Crap. & Inc. Tel., 1968, New Corvesupht Roome, Greet Cluses, Steet, W.C., 11.00
Sitegetry (1.C.), Victoria Hotel, Bridge Street, Brackford, 10.90
Warner Howard, The Emwary, Chimnel Street, E.C., 12.00

Jacks (Millian), Sunningdale Gudige Co., London Fload, Sunsingdale, Berlat, 12.00 BCARD MIETINGS: Finals: Booth Inde. Cambridge Wi Horthern Insee

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CONTRACTS & TENDERS

BAHIA STATE GOVERNMENT BAHIA STATE ROADS OFFICE - DERBA CORREDORES RODOVIARIOS DO ESTADO DA BAHIA PROGRAM

BIDDING NOTICE Be it known that the "DEPARTAMENTO DE ESTRADAS DE RODAGEM DA BAHIA" (Bahia State Roads Office), through its Bidding Permanent Commission, authorized by the General Management, according to the Government Edict (Portaria) no. 595/91, invokes "INTERNATIONAL BIDDING" for the contract of Road Construction Companies which will be responsible for the works of Improving and Paving, Adequacy and Restoration of 07 (seven) distinct lots of roads which take part in the "CORREDORES RODOVIARIOS DO Restoration of 07 (seven) distinct lots of roads which take part in the "CORREDORES RODOVIARIOS DO ESTADO DA BAHLA" (Bahia State Road Network) PROGRAM: A - 02 (two) lots for Improving and Poving works: Lot I - E.R. BA S/C, length E.R. BA 825 Junction/Cotia, with 87.57 Km (54.41 miles) of extension; Lot II - E.R. BR 242. length Mimoso/BA 825 Junction, with 18.69 Km (11.61 miles) of extension and E.R. BA 825, BR 242 Junction/Bahia and Tocantins State Border, with 55.07 Km (34.22 miles) of extension; total extension of A: 73.76 Km (45.83 miles). B - 05 (five) lots for Adequacy and Restoration works: Lot III - E.R. BR 407-BAI, length Mairi/BA 052 Junction, with 29.70 Km (18.45 miles) of extension; Lot IV - E.R. BA 407-BAI, length BA 052 Junction/Rui Barboso/BR 242 (ZUCA), with 39.11 Km (24.30 miles) of extension; Lot V - E.R. BR 407-BAI, length BA 421 Junction/Rui Barboso/BR 242 (ZUCA), with 39.11 Km (24.30 miles) of extension; Lot VI - E.R. BA 407-BAI, length BA 374 and BA 220, length Senhor do Bontim/Antonio Goncalves/Campo Formoso, with 25.93 Km (16.11 miles) of extension; Lot VII - E.R. BA 515, length BR 324/Teodoro Sampaio/BR 101, with 32.58 Km (20.24 miles) of extension. Proposals will be received at 15:00 of odd on the 4th of august of 1993, in DERBA General Management meeting room, on the 2nd floor of its headquarter located in Centro Administrativa (20.24 miles) of extension. Proposals will be received at 10:00 a cock on the Amar august of 1993, in DEKRM General Management meeting room, on the 2nd floor of its headquarter located in Centro Administrative da Bohia - CAB, in the City of Salvador, Bohia, Brazil. The services which are subject of this announcement will be partially financed with the Inter-American Development Bank - IDB funds the CORREDORES RODOVIARIOS DA BAHIA PROGRAM. Brazilian and foreign enterprises which originate for the countries members of the IDB - Inter-American Development Bank - may take part in this bidding. The concerned companies may acquire the Produmation after paying of the amount of Cr\$ 5.000.000,00 (five million cruzeiros). They may also require any necessary explanation with the Bidding Commission at DERBA headquarters, in Centro Administrativo da Bohia - CAB, 4° avenida, Salvador, Bohia, Brazil, phoneno. (071) 371 4073, fax no. (071) 370 2256, on week-days from 13:00 to 19:00 o'dock, presenting its lawful prerogo for representing the bidding company.

DERBA

ENERGY, TRANSPORTATION AND COMMUNICATION AGENCY - SETC

JUNE 15-17 **Document Manac** Why Just Cope When You Can Manage? The UK's premier exhibition and

creace for professionals who create. manage and use documents, with the latest in document management systems and technology, Wembley Exhibition & Tel: 071-976 0405, Fax: 071-976 0506 LONDON

JUNE 15-17 Earls Court 2. London

As the biggest European dedicated forum for multimedia providers, bayers and users (with over 50 exhibiting cor and a comprehensive programme of seminars and workshops), Multimedia 93 is your chance to experience this dynamic is your chance to experience this dynamic and effective set of technologies first hand. Contact: Lynne Davey, Blenheim Online, for free tickets. Tel: 081 742 2828 Fax: 081 742 3182

LONDON JUNE 16 & 30

Natiling the Jelly to the Wall STRATEGY SEMINARS AT THE LSE for senior executives involved in corporate and Information Systems strategy and planning. Speakers include business and IS strategists and academics. A practical strategy workshop on the 16th. 2-6 pm at the LSE.

JUNE 23 nternational Wheat Council World Grain Conference Speakers will address pertinent issues affecting world grain trade. Experts will analyse responses to food emergencies. particularly in Africa, and discuss

development needs. Tel: 071 513 1122. Fax: 071-712 0071 Paying for Inter-Urban Roads

Paper on road charging and financing road infrastructure. Speakers include Ri Hon John MacGregor MP, Secretary of State for Transport. Contact: Isin Dale, The Waterfront Partnership. Tel: 071 730 0430. Fax: 071 730 0460.

JUNE 23 The Business Environment to 2000 : Anticipating and planning for Change. The Henley Centre. Rey sessions on

global restities, planning in chaotic times, Cost £350 + VAT. Contact: Area Dislay

Tel: 071 353 9961

JUNE 23

The Portfolio Executive

ses. How does it work, when and why interim managers. Contact: Martin Wood,

Conference On Investment Projects in The Ukraine

Ministers and decision-makers. 68 investment and development projects in the fields of fuels, chemistry, tourism, transport, communications etc. An eled opportunity for new bus in one of the richest former Soviet states. Tel: 0737 780150 Fax: 0737 780160

JUNE 22-24

Wembley Halls 2&3

magers and technical specialists are

JUNE 24

Effective Bank Relationships Do you get good terms from your bank and are you maximising your bank nships? If you are unable to answer yes, then this IOD conference will address the problems small to medium-sized companies face with their banks. Enquiries: Director Conferences 071 730 0022

Networks 93

Whether you have hands-on network management responsibilities, supervise a wide range of IT functions, or develop networking applications - Networks 93, now in its thirteenth year, is the leading networking event in the UK supported by all the key suppliers in the datacommunications marketplace. Contact: Lynne Davey, Bienheim Online.

Tel: 081-544 (830 Fax: 081-544 9020

Utilities and Their Customers -

Whose Quality of Service is it?

CRI conference discusses the setting of

include BT plc, SustainAbility Ltd, East Midlands Electricity plc, Ofwat, National

Consumer Council and the Citizen's

urter Unit. Delegate discuss

Contact: Leigh Sykes, CRI

Telephone: 071 895 8823

JUNE 30 - JULY 1

EIS 93: Executive Inform Systems Conference &

BIRMINGHAM

LONDON

LONDON

Tel: 081 742 2828 Fax: 081 742 3182

JUNE 30 **Business Performance** easurement: The Instruments economic and market prospects, new

JUNE 30

of Corporate Change
A balf-day executive semigar on new sational and technological impacts, approaches to management reporting and control. Harvard Business School guru lobert Borles and senior UK executives explore bow to introduce new, son-LONDON icial and 'upstream' indicators into the business planning and reporting process. Contact: Business Intelligence

Interim Executive Management Service Keynote address by Sir John Harveyto use, and the true costs are among the issues discussed by top business executives, providers, major users and

PA Consulting Group. Tel: 071 730 9000 Fax: 071 333 5050 LONDON

JUNE 22-23

QEII Conference Centre Fourteen leading Ukrainian Governmen

Systems Edibition
Europe's leading conference on executive major internations systems major internations supplies of EIS. Contact: Business Intelligence Tel: 081-544 1830 Fax: 081-544 9020 LONDON LONDON

Software Development

JULY 7 Software Development 93 is dedicated to the full range of systems and application development issues. Over 150 exhibitors and an extensive range of free seminars and features ensure that the topics most critical to MIS Directors, Project

Contact: Lynne Devey, Blenheim Online Tel: 081 742 2828 Fax: 081 742 3182

LONDON JULY 8

Investment Industry Boquiries: Financial Times.

troleum Revenue Tax A conference examining the effects and ions of the Government's budget changes in PRT. Speakers include the Financial Secretary to the Treasury,

Stephen Dorrell MP. Contact: Iain Dale, The Waterfront Paris Tel: 071 730 0430 Fax: 071 730 0460 LONDON

Regulation Of The Retail

The conference will discuss how effective regulation can be achieved, the shape of future regulation, together with the rules relating to product disclosure and their impact on financial institutions. Fax: 071-873 3975/3969.

The Right Way to Manage®
William E Corway
Bill Conway, the first Western CEO to
implement the Deming philosophy in the
West, will present his Right Way To
Manage Seminar. People of all levels can
learn from his knowledge and turn
philosophy into practice. Mike Gallimore
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The Right Way to Manage®

Tel: (0621) 858058 Fext. (0621) 850972 BIRMINGHAM NOVEMBER 10

Hong Kong Works A Hong Kong Government/Institute of Directors conference focusing on the increasing strategic importance of Hong Kong as the international business centre in East Asia, Speakers include the Prime Minister and Governor of Hong Kong. Enquiries: Director Cont 071-730 0022

INTERNATIONAL JUNE 24-25

Competitive Intelligence

Participate in a 1½ day programme of advasced-level seminars presented by Kirk Tyson and other business intelligence experts. Learn how to organise the intelligence function, and link it with the strategic management activity of the firm. Learn about powerful analytical tools used to measure empelitor scientific and technological rengths.Contact: IIB SA. Tel: +41 22 362 77 67 Fax: +41 22 362 77 92 GENEVA

JUNE 28 & 29

Opportunities in Product Take-Back And Recycling This forum will look at how take-back This forum will look at how take-back legislation will change the face of industry and examine the strategic opportunities to develop the capabilities to respond to the new environment. Enquiries: Financial

Tel: 071 814-9770 Fax: 071 873 3975/3969

JULY 5-9 The 8th Anglo-Japanese High Technology industry Forum 1993 Convened by The Royal Institute of International Affairs, London and The Japan Economic Foundation, Tokyo. Sponsored by: DTL Northern Telecom. Pilkington and Zeneca, For further details picase contact: Andrew Ackroyd, The Royal Institute of International Affairs, Chatham House, 10 St James's Square,

London SWIY 4LE. Tel: 071 957 5700 Fax: 071 957 5710

JULY 586 Modernisation of Telecommunications in Central

and Eastern Europe have already been taken towards modernisation and focus on how the market is likely to develop in the future. Enquiries Financial Times Tel: 071-814 9770 Pax: 071-873 3975/3969

SEPTEMBER 889 World Motor Timed to coincide with the Frankfurt Motor Show, this biennial meeting will focus on challenges and opportunities facing European, US and Japanese motor manufecturers and examine how the industry is responding to the current s Financial Times Tel: 071-814

NOVEMBER 25-26 International Pharma Marketing

9770 Fax: 071-873 3975/396

Oneimining Pharma Product Portfolios in a Period of Slow Growth". This international conference for senior ph on strategy: product portfolio Contact: Management Centre Europe, Brussels. Tel: +32-2-516.19.87,

FRANKFURT

LEGAL NOTICES

Notice of Creditors' Meeting under Sec 48(2) of the Insulvency Act 1986 Company No: 22956 Registered in England Baddeley Brothers (Landon) Limited

Principal place of Business: 24 Boundary Street, Landon E2 7JE NOTICE IS HERRBY GIVEN, pursuant to Section 48(2) of the Innolvemy Act 1986, that a meeting of the westcard creditors of the above-named company will be held at St Andrew's House, 30 St Andrew Steenet, London ECAA 3AY on 7 July 1995 at 11,00 am for the purpose of laving laid before it a copy of the export prepared by the administrative receivers under Section 48 of the mild Act. The meeting may, if it thinks fit, establish a contentine to curreine the functions confined on treations by or mode the Act.

A proxy form its enclosed. Creditors whose chains are whofly secured are not outified to attend on the proposalend at the meeting. Other creditors are only surited to wore tif.

(a) they have deferented to us at the address shown below, so late them now no 6 July 1993, writes (4) mey save detected to us at the address shows below, so but then soon on 6 July 1993, writens details of the debts they claims to be due to these from the company, and the claim has been daily admitted under the provision of State 3.11 of the insolvency Rafes (1965, and (b) there has been lodged with us any proxy which the creditor intends to be used on the or backet.

her behalf.

Please some that the original proxy signed by or on behalf of the creditor must be lodged at the address mentioned; photocopies (including faued copies) are not acceptable Signed Date: 8th June 1993 CJ Barkow & R M Addy Joint Administrative Rec are not acc

Coopers & Lybrand St Andrew's House 30 St Andrew Street, London SC4A 3AY

CASE GROUP LIMITED (IN MEMBERS' VOLUNTARY LIQUIDATION
TARE NOTICE that on 16 November 199
Stephen Robert Edward Rescock of Birmingham B3 2DT was appointed as the liquidator of Case Group Limited ("Case"). In 1988, Dowly Group PLC ("Dowly") made a makeover offer for Case ("Offer"), Under the Offer. wall Court, 19 Com

Office:

(1) For every 200 Cape abstract. Dowly officered 59 new Dowly ordinary shares and 133 Dowly 7% convertible redocumble preference abstract, and (2) A separate cash alternative for the Case shareholders to purchase the new Dowly ordinary shares at 190p per state. This cash alternative layed on 7 september 1958 or 14 days after the Dowly offer became accorditional.

The liquidator of Case now intends to upply to Const under Section 429 of the Companies Act 1985, to pay into Court the shares and cash which Case has been holding on trust for the shareholders of Case who did not secept or supposed to the offer. If you are one of the Case shareholders who did not accept or respond to the offer, you are hereby requested to notify Price Waterhouse (for the amention of Mr SEE Hancock) at Cornwell Court. 19 Organia Service. Cost. 19 Cornwall Steet, Bitmenck! at Corswell Cost. 19 Cornwall Steet, Bitmingham B3 2DT on or hefore 31 July 1993 of your interest, no that you may receive your ensistenest. If you do not respond by that date the lispendance of Cost will proceed with the lodgement as he sees 60 in the occurrencess, and you would then be unable to recover your entitlement without making your own application to the Cost.

NOTICE OF ADMINISTRATION ORDER
NORTH STAFFS PIPE LINE LIMITED IN ADMINISTRATION
Registered number: 00837715.
Nature of business: Pipelayers. Trade clas cation; 23 Annexistration order stude: 19 May John F Powell and Ian N Carrethen rder ande: 19 May 1993 (Office bolder numbers 2695 and 6682)

> COMPANY NOTICES

THE ROYAL BANK OF CANADA
U.S. \$300,000,000 Floating Rate
Debanture Notes due 2085
NOTICE IS HEREBY GIVEN that for
the interest Period commencing on
15th June, 1993, the Notes will
bear interest at the rate of 3%per annum. The interest payable on
15th September, 1993 against Coupon
No. 30 will be U.S. \$9.104166 per U.S.
\$1,000 nominal.

Agent Bank ROYAL BANK OF CANADA EUROPE LIMITED

Fax: +32-2-513.71.08 LONDON LONDON LONDON BRUSSELS TO ADVERTISE IN THIS SECTION PLEASE CALL ALISON PRIN ON 071 407 5752.

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Appears every Friday in the Financial Times. To advertise in this section, or for further information, please contact Wai-Fung Cheung on 071 873 3574

Staff surveys are increasingly popular, but can be fraught with pitfalls, writes Diane Summers

The right attitude

oyal Mail's 180,000 employees now know officially that they are a pretty miserable bunch. According to an internal employee attitude survey fed back to them this month, a record 70 per cent of them are unhappy at work.

unhappy at work.

Uncertainty over privatisation, reorganisation of the service, new technology and worries over job security – not to mention a 1.5 per cent ceiling on public sector pay this year – all contribute to rock-bottom morale.

Managers at Royal Mail, in common with those at British Telecom, which has had similar upheavais and similar employee attitude survey results, profess not to be survey results of the findings. At the same time, there is within both organisations a profound level of scepticism among staff about whether the results of the surveys will lead to any changes: questionnaire answers show that at BT only 16 per cent of staff were able to think of any improvements resulting from the previous year's survey; at Royal Mail, around half thought management would not act on the findings.

But in spite of this widespread scepticism and the predictability, in many cases, of results, the employee attitude survey industry has never been healthier. The BBC is one of the most recent additions to swell the ranks of those organisations now sending out employee attitude questionnaires. Other companies include IBM, Abbey National, Digital Equipment and Hoechst UK. A flourishing band of consultants and survey companies has grown up to service this fashionable growth area.

While companies such as IBM,

While companies such as IBM, where staff surveys have been conducted since 1963, make conscientious attempts to translate findings into action, other organisations may be wasting money on research – perhaps £20,000 a shot for a modest project in a medium-sized organisation – that merely raises expectations and is then shelved.

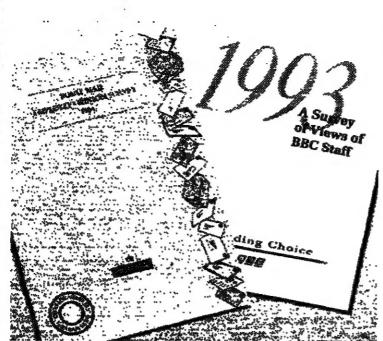
Kind Control Market

The second second

AS.

"Let's do an employee attitude survey" appears to be a reflex response by companies to a range of perceived problems, according to Bill Quirke, a consultant with London-based Synopsis Communica-

The first mistake companies make is to become immersed in



technical matters such as questionnaire design, without being clear what the survey is for and what will

be done with the results.

Typically, the decision to carry out an employee attitude survey will spring from a fundamental disagreement at board level about what is going on inside the company, he says: "One director will

say that people are unhappy and are complaining - they don't understand the mission, they don't understand the restructuring. Another will say it's not that bad. What he really means is 'to hell with whether they're happy or not, we're in a recession'".

At that point the decision is made to bring in a third party to establish

Employee attitude survey checklist

● Gain commitment of senior management, clarify objectives and define areas where company prepared to take action.

● Decide between cassus of applications a probably paper has a probably paper has a probably paper has

employees - probably paper-based - and random sample - maybe face-to-face interviews.

Conduct pilot.

Design questionnaire - needs experienced help.

Tell employees what is being done: the more internal publicity, the greater the chances of success.

Guarantee confidentiality.

Guarantee confidentiality.
 Consider measures to improve response rate, for example, by holding supervised completion sessions in company time.

 If the survey involves face-to-face interviews, conduct with one or two employees at a time. Avoid group discussions - difficult to maintain confidentiality in groups and to enable everyone to have a say. Produce final report. Distil evidence, reach conclusions and put forward recommendations. Present to top management.

Report back to employees with summary of main findings. Individual or group should be made responsible for action following survey findings; monitor progress. Source: Institute of Personnel

the facts by conducting a survey.

And so the process begins, based,
essentially, on the kind of debate
that is never going to get anywhere
how far companies should be

"nice" to their employees.

The idea of worker happiness comes from an outdated, hierarchical view of work, claims Quirke. "People at the top tell people at the bottom to go and do the job, and then you check every now and then whether the natives are restless," he says. Indeed, employees may be fat and happy while their company is failing to adapt to new markets, processes or customer requirements, he adds.

Companies need a more hardheaded approach to what they are trying to find out, and why, he says. "People need to know where the organisation is going, they need to understand their local objectives and how they fit in, and they need to get regular feedback. Those are the things that should be tested." Quality programmes, in particu-

Quality programmes, in particular, mean that the common existing model of communication – the person at the top shouts through a megaphone to the person at the bottom – is no longer appropriate.

The next commonly made mistake is to become obsessed with acores and comparisons with other companies, rather than looking at what the results mean and how far they fit in with the business needs of the organisation. Much of the time, admits Quirke, it is possible for a consultant to construct a report on the findings before carrying out the research and without knowing anything about the client's industry.

The Norm Report, as he calls it, would reach the following conclusions on communications, for example: most people prefer to hear things through their immediate boss; people are most interested in information about their own immediate work unit; managers want more information but, at the same time, complain about being deluged with paper; the grapevine is the most used, though least preferred, way of finding out about things.

There are even national norms for employee attitude survey scores, according to the International Survey Research organisation: Swiss employees are the most satisfied, followed by the Dutch. The British are the most dissatisfied, identifying least with their organisations and feeling most insecure in their jobs.

The next stage within most organisations, once the predictably uncomfortable results have been collected, is for collective gloom to set in. For some companies, the first time such an exercise is conducted will also be the last — even the results of a pilot may warn senior managers off the idea.

A mindset to escape from the tiger

Bryan Webster offers an unconventional view

e need to face the unpalatable fact that our national management mindset is affecting the whole of our national performance. That mindset projects the manager as troubleshooter, problem-solver, dynamic decision-maker. It is responsible for our love of organisation charts and job descriptions for particular managers, so that we know who to blame if things go wrong. It is underpinned by our

ubiquitous appraisal and by our performance-related pay schemes. Above all, there is our touching belief that we can improve our businesses by training managers

belief that we can improve our businesses by training managers – the Charter Initiative, MBAs and extremely expensive Executive Development Programmes.

While we are wasting our time

and energy on such a management model they have discovered something different elsewhere. The Japanese, for instance, have demonstrated that companies are not collections of managers, nor

combinations of interacting processes.

If these processes are understood, refined, controlled and continuously improved, goes their view, the organisation will

even of functions; they are

achieve its goals.

So what can we learn? If our current management mindset is dragging us down, what will lift us up? The emerging management is organic rather than mechanical; rather than attempting to manipulate the ends, top management seeks to cultivate the capability of the company.

We can think of this capability

in three ways.

The first is process capability.
Quality of product and service is achieved by controlling the interacting productive, business and management processes.
Nissan have so developed process control that improvements of 0.6 of a second can now be picked up and implemented.

The second element is organisational capability.
It consists of obvious things such as, buildings, finance, technology, systems and people.

Check your organisation's mindset by giving this case study to your managers:
You discover customers

You discover customers have been told that a particular service is available from you at half its real cost. You track the mistake to a particular section. The company value statement says it will honour its word, but to provide the service at the cost quoted will seriously affect quarterly profits in your unit. What is to be done?

A manager in a managercentred company will:

tell staff to stop the ser-

drop everything to find out what has gone wrong;
hold meetings to get to the bottom of it;
decide what went wrong; find who is to blame;

 if another area is to blame, sort out the manager (unless it is their own boss);

personally restart the service to show staff how it is to be done;
 if individuals are to blame, counsel them or

give them a warning;

congratulate self on decisive management.
A manager in a process-centred company will:

sk staff to advise customers that service has been withdrawn;

ask team to investigate, then correct factors within their control;
 review team's findings;
 review the process by which policies are implemented at unit level;
 set right factors external to team; systems, resources, communication;
 confirm new procedures

employee goodwill and behaviour, credibility with customers, market awareness, the ability of the organisation to learn and, of

and train everyone;

take team through the incident specifically to

learn lessons

course, the directing of all these towards a common goal

(management).
Organisational capability is what
the Japanese are preserving when
they hold on to their skilled people
in a downturn, and what brings

them running out of it.

The third element is personal capability. Everyone, everywhere must keep their face turned to the real world, and keep learning how to prosper in it.

how to prosper in it.

In particular it means top
management encouraging the
awkward questions that challenge
their own self satisfaction and
so lead them to search or new
learning and new answers

learning and new answers.

The world's best companies are already well into the process capability method of management. Asea Brown Boveri, for instance, has cut its lead times by an average of 21 per cent and hopes to take them down to 50 per cent

by the end of this year.

To achieve this Percy Barnevik,
ABB's chief executive, has
changed the role of his managers
from "a combination of policemen
and errand boys; now they act
as support for the workers". And
the workers are working at the

processes.

This way of managing will become common in the next 10-20 years and those who wish to cling to the manager-dominated model should pay heed to the parable of the tiger, which is now fast becoming part of management

folklore.

It tells of two hikers, who find themselves facing a man-eating tiger. One pulls out a pair of trainers and puts them on. "You must be loking," says his companion. "you can't outrun a tiger." "No," he replies, "but I can outrun you."

outrun you."

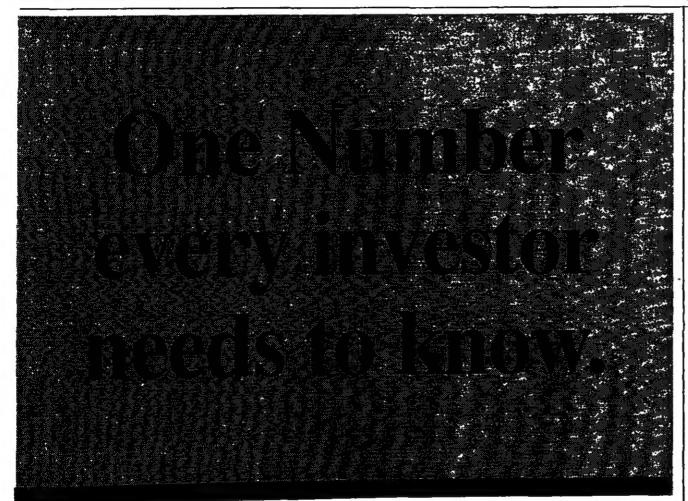
I first heard the story six years ago, from a chief executive in one of Britain's top companies. He thought it was funny.

But in those six years his

But in those six years his company lost its profitability, much of its market and two-thirds of its workforce. Finally, it dispensed with his services. He was nearer the tiger than

he thought.

The author is an independent management counsellor.



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Watches & Switzerland

Selected Branches Nationwide

BOVIS PROGRAM MANA GEMENT (BPM) is providing design expertise on the building of BAA's new 400,000 sq ft

Terminal 1 airside development at Heathrow. BPM, a division of the P&O

company Bovis Construction, and architects Richard Rogers Partnership have been brought together for the first time in this way to create the facility which is due for a phased completion by December 1995. There are three different

aspects to the project. A new £20m purpose-built flight connections centre aims to attract transfer passengers by offering tailor-made services under one

An enlarged international departure lounge at Terminal 1 will enable passengers to take advantage of catering areas and 56,000 sq ft of retail space. The lounge will have seating accommodation for 1,400 and first class and business class

The third improvement involves the replacement of the baggage handling system with fully automated equipment which will include facilities for the handling and storage of transfer baggage. This will allow smooth handover from one airline to another and one

US highway

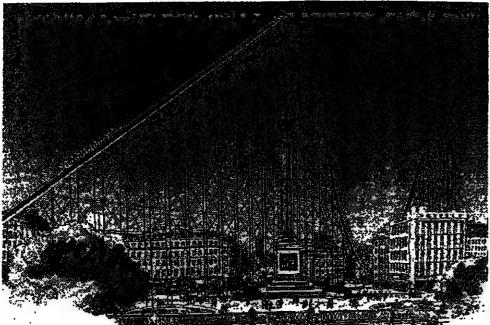
EVERED BARDON has been awarded an US\$8.9m (£5.77m) contract to resurface an eightmile section of Interstate 95 in

Bardon Trimount will be prime contractor on the project. for which it will be supplying 140,000 tons of coated stone from its nearby coating plants.

British Library

SIR ROBERT MCALPINE has been awarded the £4.3m contract for the construction of the structural frame on the next phase of the new British Library in St Pancras, London, for the Department of National Heritage. The contract is programmed for completion in 47

Blackpool leisure project



An artist's impression of the proposed rollercoaster, superimposed over Nelson's Column

steel running track.

WATSON STEEL has won a £5.7m contract to supply steel for what is believed to be the world's highest rollercoaster, due to be built in Blackpool,

Working for Blackpool Pleasure Beach. Watson will supply and erect a total of 2,000 tonnes of structural steel. Also to be installed under the contract is a further 250 tonnes of tubular

At its highest point, the rollercoaster will stand 235ft Fabrication will take place at Watson's Bolton factory during high, 65ft taller than London's the summer months, with erection scheduled for a 10-week period commencing at the beginning of November, during

From here, the drop has an angle of 65 degrees, which will allow cars to reach speeds of 85mph. The rollercoaster will run around BPB's 42-acre promenade site for just over a mile. and will be above all the

TAYLOR WOODBOW DESIGN BUILD is making a name for itself in the frozen and chilled distribution centre/warehouse market with three contracts worth over £30m in total.

The latest, for Iceland Frozen Foods, is the construction of an environmentally friendly building covering more than 25,000

Situated on 20 acres of former British Rail land on the

west side of Swindon, off the Wootton Bassett Road, the centre will be divided into sections for frozen, chilled and ambient

BPB's close season. The steel

work is to be erected on foun-

dations completed at the begin-

ning of the year by Shepherd

At Minworth in Birmingham. Taylor Woodrow Design Build is undertaking the design and construction of Cadbury's new automated chilled storage

Covering over 35,000 sq

accommodate 15 km of racking standing 15 metres high and be split into three units. Taylor Woodrow Design

recently completed fruit terminal at Southampton Docks. Constructed for Associated British Ports and used by Geest, the new terminal covers 9,500 sq metres and has storage facilities capable of holding

Build's third contract was the

Land reclamation at Hong Kong bay

KIER HONG KONG, part of Kier International, has won a £25.5m reclamation and roadworks contract in Hong Kong's Beicher Bay let by the highways department of the Hong The project includes recla-

mation of 10.3 hectares of land, dredging and disposal of 1.2m cu metres of marine mud and filling with approximately 1.8m cu metres of marine sand.

Also included in the contract ie the construction of about 812 metres of blockwall see wall

and approximately 122 metres of piled sea wall.

Roadworks comprise 14,000 sq metres of new roads including four new signalised junctions together with associated drainage and landscaping

Hurd adviser crosses fence

The discreet world of the political lobbyists has recruited a fresh disciple. Edward Bickham, one of Foreign Secretary Douglas Hurd's most trusted advisers, has decided to cross the parliamen-tary divide and join Hill and Knowlton, one of the top three

public affairs consultancies. Bickham, 36, replaces Tom McNally, the former Labour laghan, who left in April to head the lobbying arm of Shandwick. Bickham joins early next month as managing director, public affairs and cor-

porate policy.

Although Bickham's title suggests his brief will be somewhat wider than an old political hand like McNally, his arrival at Hill and Knowlton completes a series of high-profile changes at the top of an industry where success often depends on getting a client's ideas heard in the right places. At the end of 1992, Des Wilson, former campaign manager of

Non-executives

■ John Westhead, chief

executive of Bowthorpe, has

rejoined the board of Southern

Water as a non-executive direc-

tor after an absence of fifteen

The board of Bowthorpe had

suggested, when Westhead was

promoted from group manag-

ing director to chief executive

at the beginning of 1992, that

he should relinquish other

settled into that role, however

his fellow directors felt that

the Southern position would bring "useful cross-fertilisa-tion", said Martyn Webster,

group managing director of

"I was upset when he first had to go. He is a very good non-executive director at the

sharp end of British industry

who commands quite a high

David Nicolson, having turned

70, stepped down from the

■ Colin Phipps, chairman of Clyde Petroleum, has resigned

as a non-executive director of

Budgens, the grocery chain,

after two years on the board.

The company says that now it

has completed its restructuring

phase his job is over.

Non-executive director Sir

reputation in the City."

Southern board in March.

commitments. Now that he has



the Liberal Democrats, joined Burston-Marsteller, the other

big player.
It has long been rumoured that Hurd plans to quit politics before the next election. But Bickham, who has not ruled out standing for Parliament at

Phipps had been appointed as a representative of Gart-

more when the then chairman

and chief executive, John

Fletcher, was forced out by a

group of institutional investors

in May 1991. Gartmore has

since disposed of its sharehold-

Hans Reischl, chief executive

of German supermarket chain Rewe, which has taken a

minority stake in Budgens.

recently went on to the board

in a non-executive capacity.

Jack Mather, until recent

LEY MOTOR GROUP. John McGrath, at COOK-

SON GROUP.

West Water

ING SOCIETY.

chairman of NFC, at BLETCH-

Christopher Rodrigues,

chief executive of Thomas

Cook, at OWNERS ABROAD.

■ Alan Jones, at BRITISH

Howard Robinson, at

Sir Malcoim Field, at SCOT-

M David Allvey at McKECH-

■ Nicholas Irens at SIMS

■ Bill Blackburn and John

Williams at CHELSEA BUILD-

■ Bill Reid at JACQUES

TISH & NEWCASTLE.

decision to leave Hurd's side does not mean his old boss will also head for the private sector shortly. Having been special adviser to the Home Secretary and in Northern Ireland, Bickham had never intended a sec-ond stint in Whitehall when he left to join British Satellite Broadcasting in 1988. But he was called back into service by Hurd at the time of the Gulf War and has acquired a reputation as one of the most effective of the current crop of parliamentary advisers.
Bickham differs from Sir

Bernard Ingham, Lady Thatcher's former press secretary who is also on the Hill and Knowlton payroll, in that he is not an old-style political fixer. Instead he believes in knowing his way around the ever-changing regulatory undergrowth. Companies need to "anticipate trends in regulation when developing business plans rather than reacting late in the day in an atmosphere of crisis."

■ Geoffrey John (pictured above) at MORLAND. Sir Richard Lloyd, Rafe Clutton, and Thomas Manners have retired from LEGAL &

GENERAL GROUP. Martin Harris has retired from NATIONAL WESTMIN-Alan Fletcher, at South STER BANK. Sir Eric Ash is to retire from

BRITISH TELECOM. ■ Ian Butler has resigned from NURDIN & PEACOCK. Kenneth Gould has retired from GOAL PETROLEUM. Sir Mark Wrightson, at NEWMAN TONKS GROUP. Sir David Nicolson has retired from LASMO.

IBJ's capital markets emphasis

Toshiki Tobe has been appointed chief executive of IBJ International, the London capital markets operation of the Industrial Bank of Japan Japan's largest long-term

credit bank. He replaces Yoshio Osawa who is returning to Tokyo this month to take up a position as general manager of the securities business. He will be appointed to the board at next. month's annual general meet-

Tobe has been based in London for 18 months, as managing director in charge of cap tal market operations. IBJ has a policy of creating an overlap between a current chief executive and his successor, unlike many Japanese institutions. Tobe says the firm plans to

strengthen its presence in the capital markets, including the derivatives side of the busisoon put traders on the floor of the London International Financial Futures & Options Exchange (Liffe.)

IBJ International has a staff of 300 in London, and is one of the most active Japanese financial institutions in the international capital markets. According to IFR Securities Data, which tracks bond financings IBJ ranks 21st in the Eurobond league table, after Nomura, Daiwa and Nikko, but ahead of any other Japanese bank subsidiaries. The firm is not active in the equities business, from which the parent is excluded under Japanese law. IBJ also has a branch in London through which its corporate lending business is channelled.

E John Newman, formerly a regional director of Hill Samuel Bank, has been appointed assistant general manager of CREDIT LYONNAIS UK.

Richard Keatinge, is to rejoin BANK OF IRELAND GROUP as head of corporate finance after a period at Hard-

■ David Deitch has been appointed a director in the foreign exchange division of CHASE INVESTMENT BANK. ■ Les Komaromy has been appointed marketing director of KEMPER INVESTMENT MANAGEMENT, the UK sub-

sidiary of Kemper Financial

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Architecture/Colin Amery Chernikov's

visionary skills

Chernikhov (1889-1951) was known as the Soviet Piranesi because of his visionary skills as an artist and draughtsman. His work was, until recently, relatively unknown despite the fact that he is clearly an important influence on contemporary architecture and design. He was one of the leaders of the Russian avant-garde - an architect, engineer, theorist and artist, who was forced by the mad dictates of Stalinism to lead an unfulfilled life. The grandson of this great

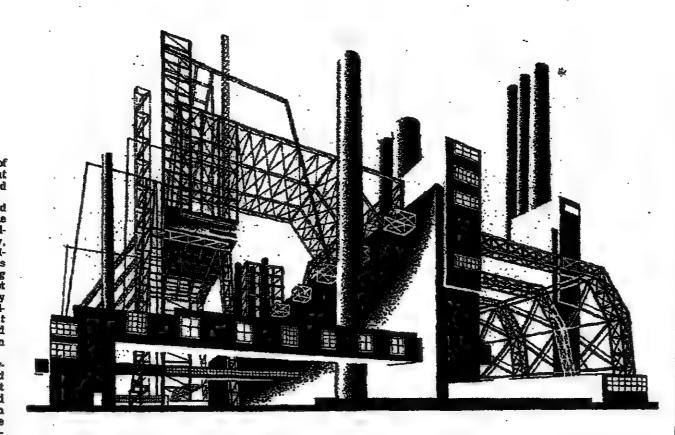
pioneer, Andrei Chernikhov, has established a foundation to promote interest in his grand-father's work and to encourage architectural experiments among the young. It is this foundation, with the International Academy of Architecture, that has organised the remarkable exhibition that has been seen in the US and is now showing in London until July 20 at The Architecture Foundation in Bury Street, London, S.W.1. (in The Economist Buil-

diing). This is one of the best architectural exhibitions to be seen anywhere at the moment. It shows the intense vision of one man at one period of time -the 1920s and 1930s. Since the collapse of communism, it has become clear that there is endless work for architectural historians to do in eastern Europe - reassessing the roots of modernism is merely one task that has to be done. But the Chernikhov exhibition can be appreciated on its own terms as the work of an intensely talented and technically skilled architect who was a major part of that group in Russia that really were the advance guard

The exhibition is called "Architecture of Fantasy." The title is in some ways mislead-ing. Although Chernikhov, along with many other tal-ented architects and artists was unable to practice during the Stalinist regime, he cannot have seen his work as merely fantasy. His drawings are philosophical statements about structure, geometry and machines that could have been built.

He was born in 1889 in Paylovgrad in the Ukraine, and initially he studied painting at the Odessa College of Art and later the Academy of Arts in Leningrad. There are some highly respectable "old Master" drawings from that period of his life in the exhibition. He moved on to the study of architecture in 1916 and, because he had to earn his living while studying (not to mention the disruptive effects of the Russian Revolution), he did not graduate until 1925.

His early professional life was devoted to teaching and writing. He founded the Research and Experimental Laboratory of Architectural Forms and Methods and Graphic Art in Leningrad in 1928 where he was to teach both drawing from nature and abstract composition. His "fantastes" were a part of his system of teaching, showing the infinite possibilities of geometry and the skilled use of drawing instruments. He also developed, as we can see from the



Soviet Piranesi: architectural fantasy on an Industrial theme

exhibition, a marvellous colour sense. The exhibition includes photographs of the classes at the school with rows of uniformed pupils drawing away under the manic gaze of Chernikhov.

His work exemplifies the innovative approach to architecture of the Constructivists of the 1920s, but because Chernikhov was so well versed in engineering and perspective his architecture is more expressive than the work of his contemporaries. It is not possible in the London show to compare his work to Meinikov and Leonidov - as it was in the Paris/Moscow exhibition that I recall at the PompidouCentre

in 1979. They were both more original form makers, and had here might read with profit more variety in their work. especially those members of What is fascinating to wit-

ness is the sense of power behind these drawings. They do represent a movement and in Soviet Russia in the 1920's the new architecture was powerful enough to convince serions classical architects to join the experiment and produce work that bridged the frontiers between classicism and modernism. It would be interesting to see an exhibition of the work of architects like Zholtovsky and Fomin who were geniuses at bringing all the forces of history to their work.

There is one particularly

moving exhibit that architects amazing. Even more disturbing the RIBA who complain of gov-ernment interference in the profession. In 1936 Chernikhov's books were banned from state libraries and his teaching was curtailed. He visual imagination. wrote a moving letter to Joseph Stalin begging for an end to his intellectual exile.

"Memphis Blues Again".

evening an occasion.

The Fleadh is a wonderful

are his drawings for the "Pal aces of Communism" series that portray with uncanny prescience the giant prisons of Stalin's long tyranny. These are poignant and powerful works that show the intensity of his

What is shown at the Architecture Foundation is only a fragment of his output. He left behind some 780 drawings and 50 books, and he clearly deserves a thorough biography and scholarly analysis of his important work. This display is an important glimpse into a world of architectural creation that most of us had almost for-

embroidered versions of "All Along the Watchtower" and The slower songs were less successful, enabling the man to

Incentive Scheme, under which Dylan still sounds miracu-£4.5m, of Government money is lously contemporary. He can find relevance and rhythms in available this year to match his music with the right aura new, and existing, sponsorto make a damp depressing ships by companies, has gone international. British Council offices in 98 countries can now apply for grants, up to a collec-

reminder of the Irish contributive limit of £250,000. tion to popular music. Before The first beneficiary was the Dylan on the main stage we Birmingham Royal Ballet. Its had Irish high spirits, with Hothouse Flowers, and Irish

arts events rather than exchanges and training. In the current economic cli-

Decisions based on hard data

Sponsorship

ne reason why arts sponsorship has been slow to develop from a chairman's perk to a vital component in a company's strategic marketing programme is the lack of research into its effectiveness. This is not surprising. It can cost more to assess scientifically the impact of sponsorship on an arts event than the funding of the event itself

This is changing. Sponsor ship is moving inexorably under the control of marketing directors who tend to make spending decisions on the basis of hard data. So when Clerical Medical, the insurance company, considered increasing its commitment to arts sponsorship, it thought it essential first to invest in research.

A £15,000 survey into the composition of the audience for the arts, and its views on arts sponsorship, has not come up with anything sensational but its very existence has been enough to sway the board. This year Clerical Medical spent under £100,000 on arts sponsorship, mainly on music at the Bath Festival. In the future, while its competitors concen-trate on sport, it plans to reach its potential customers by investing more heavily in the arte.

on responses from over 8,000 individuals, confirms that the audience for the arts is just what a company wants - affluent, middle aged, and committed. Arts lovers prefer music and the theatre way above other arts forms and see little wrong with sponsorship. They think sponsors should concentrate on trying to bring seat prices down, and their main complaint is that sponsors grab the best seats.

In the main the research is positive. The findings would perhaps deter companies from supporting the experimental and the avant-garde, but sug-gest that the Royal Opera House is on the right lines in its attempt to get prospective sponsors to help by subsidising seat prices rather than new

ABSA played its part in producing the research and will supply copies of the findings for £150 to its members

visit to Thailand was sponsored by Jaguar to the value of £15,000 and the Bangkok office of the British Council secured. an additional £3,750 for the trip through the BSIS scheme. As an established sponsor Jaguar only qualified for a 1:4 bonus. The British Council is selling hard to business the commer cial spin-offs that can follow from sponsoring British arts companies on overseas trips, especially the opportunities to meet key foreign politicians. Its enterprise is paying off. Last year it brought in £6.8m. in sponsorship, beating its target by £1m.. And most of this sum, £4.9m in fact, fostered

mate it is getting harder to per suade business to invest in the arts and there are numerous arts companies, including the RSC, the CBSO, and the National Theatre, still seeking sponsors for projected overseas tours this year. But the Coun-cil has raised its target for 1993-94 and has high hopes of a major splash in Los Angeles in late 1994.

Glaxo has put up £36,000 for a three-year programme to give the children of Ealing, where it is a major employer, their first taste of opera. Pavilion Opera performed Donizetti's L'Elistr d'amore in four schools during May, and 1500 children were involved in linked projects and as an enraptured audience.

The recently established Pavilion Opera Educational Trust (POET) is now talking to the mayors of Westminster and Tower Hamlets in the expectation of finding local companies who will support performances in these boroughs in future years, POET chairman Geoff-rey Simmonds is seeking £75,000 a year which will finance twelve school performances by the chamber opera troupe.
Vanity Fair, the magazine, is

spending the little money it has this year for promotion on helping the arts in an unconventional way: by underwrit-ing parties. On Thursday 250 friends of the Serpentine Gal-lery gathered, with the Princess of Wales, for a gala dinner designed to raise around 250,000 towards the Serpentine's £1.5m. rebuilding appeal. The party went all the better thanks to a £30,000 contribution from Vanity Fair.

Earlier this year Vanity Fair paid for the launch party for the movie Damage. It feels that the participants at these glitzy charity events are its type of reader. It also helps that the Serpentine is enhancing the gala with a three-day show of works by artists who have enjoyed exhibitions in its bucolic setting over the decades, artists like Hockney, Moore, Rego, Hitchens, and others.

As usual the London International Festival of Theatre (LIFT), which opened yesterday, has been well backed by sponsors. The key new sponsor is BT which, in its desire to get jects, is supporting two local carnivals, one based around Vietnamese newcomers to Greenwich, the other a Trinidadian masquerade in Spitalfields. In addition it is backing LIFT's first major educational programme in which overseas artists train London school children in their skills.

Cable & Wireless, Enterprise Oil, Routledge, and British Gas are also involved, and Cameron Mackintosh is financing a visit by the Hanoi Water Punpets, the first Vietnamese arts group to tour the UK, in recognition of the Vietnamese contribution to his hit musical, Miss Saigon.

There may be no Glyndebourne Festival in Sussex this year (the theatre is being totally rebuilt) but the nine concerts arranged by Glynde-bourne with the LPO on London's South Bank this summer are virtually sold out, and the first, a concert performance of Béatrice et Bénédict on June 21st, is to be sponsored by the Banque Nationale de Paris.

Antony Thorncroft

Aldeburgh Festival/Richard Fairman

Sanctuary kept at arm's length

increasingly looks like Benjamin Britten month. Riding on the coat-tails of the Aideburgh Festival, the record col tend to save up any Britten and this year promise to excel themselves: the first ever recording of Gloriana, brand new sets of Peter Crimes and A Midsummer Night's Dream. and a re-issue of Owen Wingrave are all on the point of reaching the shops. Since Britten's death the

guardians of the Aldeburgh Festival have kept its focus on new music, looking forwards rather than looking back. Any danger of the festival turning into merely a sanctuary for Britten's music has been kept at arm's length, but when one of his works threatens to become an extinct species, there is every reason to revive it. The last-named of the operas above, Owen Win-grave, is rarely seen. On Friday it formed the opening night of this year's festival

ideally, the opera would have been staged. (One fully staged production a year, besides any other considerations, would give audiences a stronger incentive to make the journey out to the East Anglia tens.) Owen Wingrave, though sion opera, comes across sur-prisingly well in the theatre, as we know from the 1973 Royal Opera production. But, for given a concert performance

Like the original television film (recently repeated by the BBC), this opera is in black-and-white. There is none of the ambivalence between good and evil so cleverly exploited by Britten in his best works, only a confrontation between what is right (the young, pacifist Owen) and wrong (his crusty, aristocratic,

Where the stage production gained was in the music's powerful evocation of atmosphere. the suffocatingly musty air of the Wingrave family seat. Britten was an experienced writer for the stage by this time and knew how to compose a mood right through an opera by basing all the music on a small number of recognisable intervals and harmonies

That was lost in this concert performance. So, more crucially, was a lot of the text. The London Sinfonietta, playing from the stage, was too dominant a presence; the resonant acoustic of the Maltings

written specifically as a televi- did the rest. I doubt that there was much the conductor, Oliver Knussen, could have done, but it was only in the later, less heavily-scored scenes that matic grip.
In the title-role David Wil-

son-Johnson made Owen a less blameless spokesman for peace than usual by introducing a touch of irresponsibility and wilful rebellion. It was good to see John Shirley-Quirk as Coyle, the only survivor here from the original cast. Otherwise the singers made an impression according to how many of the words they could get across, John Graham-Hali as Lechmere and Mary King as Kate being the most successful.

Even now there are Britten premieres that the festival is managing to dig out. After Owen Wingrave the audience could drive to Aldeburgh Parish Church for a late-night recital featuring the Haffner Wind Ensemble directed by Nicholas Daniel in two movements of a youthful Britten Wind Sextet – lively music, with a fine ear for sound and echoes of various other composers' styles. The enigmatic second movement did not make it clear whether Britten regarded the piece as finished.

On Saturday the main event

was a piano recital by Peter Serkin at the Maltings. This was a classic Aldeburgh event. The programme preceded Bach's Goldberg Variations which the pianist has commissioned from leading contemporary composers.

A time-limit of six minutes seems to have been set, but some participants - like Knussen in his Variations, Op.24 and Alexander Goehr with +...in real time 1+" - subdivided their allotted time into even smaller units. Both pieces were inventive, vividly-charac terised; the Goehr looked a beast to play.

In his Rain Tree Sketch and its successor, Rain Tree Sketch II, Toru Takemitsu preferred short mood-paintings, near-impressionist in their sensitivity and delicacy, a surface of flickering activity over a deep underlying calm.

Takemitsu is the festival's featured composer this year and the programme of his music includes three film events. The festival ends on 27 June with a repeat perfor-

Owen Wingrave sponsored by

Dylan in one of his more bullish moods

f you're hish a Fleadh is a extrovert, imaginatively party; if you're not irish (perhaps even if you are) it is falling flat on your face in a muddy field, making contact with a rich undergrowth of the rain while waiting for some warmth, some raising of the spirits, by musicians from over 30 predominantly Irish bands.

Needless to say Chernikhov

never received an answer. He attempted in some of his work

to adjust to the megalomania

of Stalin's architectural taste.

His extremely monumental

designs inspired by the official

desire for memorials to the Second World War are literally

Good things have been spoken of this annual hooley in north London, but Saturday's event was only fitfully enjoyable. An English summer was at its bleakest and Finsbury Park lacks natural grandeur. Even an appearance by that well-known Irishman, Bob O'Dylan, failed to ignite the 20,000 odd rather forlorn spec-

Dylan was in one of his more bullish moods. He tried. And though not by nature an Irishman you could somehow recall hearing his voice, that confi-dent cranking of a musical saw, replicated by some lone Paddy in the bar of a Camden Town pub on a Saturday night. On my last viewing of perhaps the most creative pop artist ever he was invisible, skulking in the shadows of a stage and content with a perverse mock-ery of his talent. On Saturday he was up front, blowing his harp with enthusiasm and duelling with his guitarist in

melancholy, with Van Morrison. Hothouse Flowers lifted the crowd and got the arms waving. They may lack the character and originality to become mega but as a snapshot for the 21st century of what a mainstream pop band used to be like on stage they could hardly be bettered. Morrison just goes on and

on, his jangly, Jig-like band acting as the ideal counter point to his resonant, lived in, voice. He was in restrained, spiritual mood, with songs like "The Garden" rather than the old belters. He came across as a genuine echo of an Irishman far from home.

Antony Thorncroft

INTERNATIONAL

BERLIN

OPERA/DANCE Staatsoper unter den Linden Tonight: Il barbiere di Siviglia. Tomorrow: Deniele Gatti conducts first night of Augusto Fernandes' new production of Rigoletto, with a cast led by Giancarlo Pasquetto, Ruth Ann Swenson and Vicente Ombuena (repeated June 17, 20, 23, 25, 29, July 2). Wed and Fri: Gluck's iphigénie en Aulis. Sat: Swan Lake (200 4762) Deutsche Oper Tonight: Götz Friedrich in conversation. Wed and Sat: Alfredo Kraus and Lucia Aliberti sing opera arias and duets. Thurs: Don Glovanni. Fri and Sun: Aida. July 1, 2, 3: Peter Schaufuss production of Sleeping Beauty (341 0249)

CONCERTS Philharmonie Tonight: Günter Wand conducts Berlin Radio Symphony Orchestra in works by Mozart and Schubert, with plano soloist Maria Tipo. Tomorrow, Wed, Thurs: Seill Ozawa conducts Berlin Philharmonic Orchestra in works by Schumann

and Richard Strauss with piano soloist Maria Joao Pires. Sun: Ozawa conducts open-air concert at Waldbühne (2548 8232) Schauspielhaus Tomorrow: Jiri Kout conducts Orchestra of the Deutche Oper in works by Richard Strauss and Schubert, Wed: Uirich Backofen conducts Estonian State Symphony Orchestra in Berwald, Pärt, Sinding, Svendsen and Sibelius. Thurs: Ludwig Güttler Wind Ensemble. Sat and Sun: John Nelson conducts Berlin Radio Orchestra and Chorus in Gorecki and Walton (2090 2156)

A new production of Shakespeare's A Midsummer Night's Dream has just opened at Schiller Theater. directed by Hans Neuenfels. The same company stages Stephen Pollakoff's Strawberry Fields, first night Sat at Werkstatt (312 6505). A new production of Kleist's Amphitryon, directed by Jürgen Gosch, can be seen at Deutsches Theater (2844 1225). The new Mariene Dietrich musical runs daily except Mon at Theater am Kurfürstendamm (300 6000). Porgy and Bess runs at Theater des Westens till June 27 (3190 3193) Tickets and information for theatre, revues, concerts and nightclub shows available from City Center Theater und Konzertkasse,

■ NEW YORK

261 9286)

THEATRE Angels in America - Millenium Approaches: the first part of Tony

Kurfürstendamm 16 (tel 882 6563)

im Europa-Center (tel 261 7051 fax

fax 882 6567) and Theaterkass

Kushner's epic, freewheeling play about gay life, Aids, Reagan-era politics and Mormonism. Not to be missed (Walter Kerr, 219 West 48th St. 239 62001 The Who's Tommy: a stunning stage adaptation of the classic 1969

rock opera, a collaboration between its original author, Pete Townshend, and director Des McAnuff (St James, 246 West 44th St, 239 6200) Later Life: A.R.Gumey's widely-acclaimed new comedy about a man and woman who mee

(Playwrights Hortzons, 416 West 42nd St, 279 4200) The Sisters Rosensweig: Wendy serstein's play, a comedy with serious undertones, about the reunion of three American Jewist sisters in London (Ethel Barrymore, 243 West 47th St. 239 6200)

after a 30-year separation

 Oleanna: David Marnet's powerful drama about political correctness and sexual harassment (Orpheum, 126 Second Ave at 8th St 307 4100) Fooi Moon: a comedy with physical humour, chaos and music, written by and starring David Shiner

and Bill Irwin (Richard Rodgers

Theatre, 226 West 46th St, 307 Someone Who'll Watch Over Me: Frank McGuinness's drama about three Western hostages in Beirut, starring Michael York, Stephen Rea and Chuck Cooper (Booth, 222 West 45th St, 239 6200) Crazy for Your inspired Gershwin musical comedy (Shubert, 225 West 44th St, 239 6200)

MUSIC/DANCE

State Theater New York City

Ballet's Balanchine Celebration runs

daily except Mon till June 27. This

week's repertory focuses on works of the 1970s, including Stravinsky Violin Concerto, Sonatine, Le Tombeau de Couperin and Ballo della Regina (870 5570) ery Fisher Hall Wed, Thurs, Fri, Set: Leonard Station conducts New York Philharmonic Orchestra in an all-Bernstein programme (875 5030). in a six-concert Brahms and Schumann series at Carnegie Hall between July 14 and 29, with sololsts including Garrick Ohlsson and Shlomo Mintz (247 7800)

PARIS DANCE

 Britain's Royal Ballet opens a two-week season tomorrow at Théâtre des Champs-Elysées, the company's first visit to Paris for 40 years. Repertory includes four nneth MacMillan ballets, David Bintley's Still Life at the Penguin Cafe, Balanchine's Ballet Imperial and Anthony Dowell's production of Swan Lake. Daily except Mon till June 27 (4952 5050)

Tanztheater Wuppertal brings two Pina Bausch programmes to Théâtre de la Ville over the next two weeks. The first programme, Tanzabend II (1991), can be see tomorrow, Wed, Fri and Sat. The second, featuring Rite of Spring (1975) and Cafe Müller (1978), opens next Tues (4274 2277)

 Ballet de l'Opéra de Paris has two final performances each at Palais Gamier of two different versions of Giselle. Tonight and Wed is the romantic version staged by Patrice Bart and Eugene Polyakov, a revival of their 1991 production based on the

chareography of Jean Coralii and Jules Perrot for the work's premier 150 years ago. Tomorrow and Thurs, the company presents Mats Ek's 20th century version, staged for the first time at the Opera and conducted by Richard Bonynge. June 24-July 10: Balanchine/ Robbins production (4742 5371) June 22-26 at Châtel Frankfurt Bellet in OPERA

Opéra Bastille Tonight:

Myung-Whun Chung conducts first night of Jose Luis Gomez's new production of Carmen, designe by Jean-Paul Chambas and Jacques Schmidt with Beatrice Uria-Monzon. Barry McCauley and Barseg Turnenyan, Sat: Julius Rudel conducts revival of Jorge Lavelli's production of Faust, with Gluseppe Sabbatini, James Morris and Nancy Gustafson, Both productions run till mid-July (4473 1300) Châtelet Tomorrow, Thurs: John **Biot Gardiner conducts English** Baroque Soloists and Monteverdi Choir in Jean-Louis Thamin's new production of Le nozze di Figero.

(4028 2840) Opére Comique Tomorrow: William Christie conducts Les Arts Florissants in first of 12 performances of Marc-Antoine Charpentier's Médée, staged by Jean-Marie Villégier. Last performance June 30 (4286 8883)

with Bryn Terfel, Rodney Gilfrey,

Hillevi Martinpelto and Alison Hagley

CONCERTS Tonight at Cirque d'Hiver: José van Dam sings opera arias with Orchestre National d'Ile de France, conducted by Jacques Mercier (4387 9143). Tomorrow at Saint-Denis Basilique: Jean-Claude Malgoire conducts sacred music

by André Campra (4243 7772). Wed at Opéra Bastille: members of the Opéra orchestra play chamber music by Britten and Milhaud (4473 1300). Fri at Salle Pievel: Ellahu Inbal conducts Orchestre Philharmonique de Radio France in Rakhmaninov's Second Piano Concerto (Bruno Leonardo Gelber) and Shostakovich's Fifth Symphony (4561 0630). Sun morning at Théâtre des Champs-Bysées : Christian Zacharias gives a Schubert plano recital (4952 5050). June 28 at Châtelet ; Boulez conducts LSO. June 29: Rattle conducts CBSO (4028 2B40) JAZZ/CABARET Lionel Hampton Jazz Club Blues guitarist and singer Joe Louis

Walker and the Bosstalkers open a two-week residency tonight. Music from 22,30 (Hotel Meridien Paris Etoile, 81 Boulevard Gouvion St Сут, tel 4068 3042) Bastille Studio The last of this season's Carte blanche iazz series takes place on Fri at 18.30, when clarinettist Louis Sclavis is joined by guitarist Marc Ducret and bassist Bruno Chevillon (4473 1300) THEATRE

 The Pelican: a rare lbsen, directed by Alain Milianti. Daily except Mon till July 4 (Odéon Théâtre de l'Europe 4441 3636)

 Mein Kampf. Jorge Lavelli directs George Tabori's farce about Hitler, Till June 27 (Théatre national de la Colline 4366 4360)

 The Taming of the Shrew: Jérôme Savary's Shakespeare production starring Jacques Weber and Christine Boisson. Daily except Sat, Sun and Mon till July 4 (Théatre national de Chaillot 4727 8115)

ARTS GUIDE Monday: Berlin, New York Tuesday: Austria, Belgium Netherlands, Switzerland, Chicago, Washington. Wednesday: France, Germany, Scandinavia. Thursday: Italy, Spain, Athens, London, Prague. Friday: Exhibitions Guide. European Cable and Satellite Business TV (Ali times are Central Europeen Time) MONDAY TO THURSDAY Super Channet Europe Business Today 0730; 2230 Monday Super Channel: West of Moscow 1230. Super Channel: Financial Times Reports 0630 Wednesday Super Channel: Financial Reports 2130 Thursday Sky News: Financial Times Reports 2030; 0130 Friday Super Channel: European Business Today 0730; 2230 Sky News: Financial Times Reports 0530 Saturday Super Channel: Financial Times Reports Sky News: West of Moscow 1130; 2230 Sunday Super Channel: West of Moscow 1830 Super Channel: Financial Times Reports 1900 Sky News: West of Moscow 0230: 0530 Sky News: Financial Times Reports 1330; 2030

FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL Tel: 071-873 3000 Telex: 922186 Fax: 071-407 5700

Monday June 14 1993

Financing the welfare state

THE DEBATE over UK welfare spending is taking place in a time-honoured muddle of secret bilatural models of secret bilatural models. Welfare could easily, with appropriate regulation, be undertaken by the indieral negotiation, leak and panic. A more reasoned examination is needed to determine what the state should be doing for its citizees in the 21st century, and how this can be financed.

Although prompted by the enfeebled condition of the public finances, this is a debate that would be needed even if the fiscal position were healthy. Demographic pressures mean that current spending commitments are unsustainable in the medium term; meanwhile changing life. styles and individual tastes and aspirations make a separate case for a more varied pattern of provi-

. The starting point should be to revisit the principles behind the welfare state, originally set up to protect those who, through poverty, illness, unemployment or old age, could not help themselves. To achieve these aims, it provided a cradle-to-grave social security system, a national health service, low-rent housing and free state education. The universal provision of health and social security reflected the circumstances of British post-war society in which all but the wealthiest needed such support. The solidarity of wartime experience also gave resonance to the idea of a welfare state into which all contributed and out of

That principle of social solidarity remains important. Any welfare system must command the support of those who contribute to it as well as those who most need its help. But economic growth has reduced the overlap between these two groups. An increasing proportion of people can provide pensions, health care, housing and education for themselves. There remains a large minority who depend on the safety net of the welfare state. Yet paradoxically, it is often the middle classes who get most out of the welfare state, leaving too little for those who lack alternative means. Today, univer-sality is both unaffordable and

Right balance

on on

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The question which must be asked in every decade is whether the balance between collective and individual provision is right. A London School of Economics study estimates that over 60 per cent of the taxes paid by the average person is returned in various benefits (the rest goes in redistribution). The welfare state acts as a savings bank, with people pay-ing in when times are good and drawing out in times of need.

vidual through private provision.

For some welfare services, how ever, efficiency may be best served by maintaining a role for the state. In health, for example, international experience suggests that some sort of state role is essential to bear down on the overall bill and ensure cost-sharing between different groups. But even in the health service it is clear that many people want and would be prepared to pay for premium levels of service; this does not mean they wish to see the NHS

User charges

User charges also have a greater role to play in paying for public expenditure which confers economic advantage on the recipients. The planned expansion in higher education will need a greater contribution from students, with fees being repaid through a graduate tax. Investment in roads might be financed by higher petrol taxes paid by those using them. And London First, the business consortium, has suggested that improvements in London's transport infrastructure could be partly financed by a levy on businesses in the capital.

Such moves involve a degree of hypothecation - of earmarking revenues for particular purposes. A pamphlet published today by Demos, a new think-tank, suggests much greater use of hypothecation to "reconnect taxation", so that voters can see where their taxes are going. It also advocates referendums to allow voters to choose appropriate tax levels locally to pay for services such as bealth or public transport.

There are dangers in such an approach, such as the loss of necessary flexibility to switch funds between programmes and the tonic it might give to special interest groups. Badly structured local referendums could also encourage the wealthy to migrate to the lowtax suburbs, as in the US, leaving a weakened tax base incapable of dealing with the problems of the inner cities, But the Demos part phiet provokes exactly the sort of longer-term thinking which is missing from the current political debate. Decisions made and unmade amid fiscal crises suggest to voters that the entire issue of reforming the welfare state is itself a crisis. It is not.

An orderly modernisation of the welfare state is desirable as well as necessary if people are to plan their lives around reasonable expectations of what they must

Business ethics and China

FOREIGN investment is pouring into China. As the reports on page 2 indicate, China's growth offers such promise that businesses have to consider the opportunities. The risks include huge unknowns. How will the country be governed after the octogenarian leadership disappears? To what extent will economic reform bring political change, and will this cause insta-bility? For how long is China's economy doomed to a lurching

boom-bust cycle? There is, however, a further question. Is it morally defensible for businesses to seek profit in a country still firmly controlled by a Communist party which ruthlessly and shamelessly stamps upon its people? This is the government which showed in Tlananmon Square four years ago that it was prepared to stop at nothing to hold onto power. Millions of people languish in its labour camps, the products of their labour often

sold abroad. The issue should not be brushed aside as a concern of politicians, but not of business. Human rights are a matter for each individual. The decisions of each company's directors matter.

The strongest argument for participation in China's boom is that the contact now occurring daily between ordinary Chinese and thousands of foreign business people is a potent agent encouraging stable economic and political development from the inside. Western business practices and ethics are being communicated inside China as a practical matter, not as part of a sermon. The growth of private enterprise and individual expression is being fostered as values encouraged by state control wither. This is the peaceful evolution" the Communist hardliners fear.

Such changes occur only gradually and can be frustrated. But consider the risks, both for a billion Chinese and for the world, of chaotic governmental collapse similar to that in the former Soviet bloc. The world cannot expect western-style democracy suddenly to emerge in China. It is more realistic to expect slow progress towards greater pluralism in government - and it is in the interests of the rest of the world that change occurs in a reasonably calm atmosphere.

The opening of China's economy is bringing broader political and social changes. The monolith is breaking down. Yet it is an oversimplification to suggest that the party's new dogma - the socialist market economy - is simply capi talism by another name. Businesses negotiating joint ventures are usually dealing directly with official bodies, and bureaucrats still control the supply of many essential inputs. The success of a venture depends on having good connections within the system.

The moral question is, therefore, not easy to answer. Putting sound business principles into practice is the best foundation for assessing investment in China. Experience shows that the successful investments are those which the foreigner thoroughly investigates and carefully oversees. First-hand scrutiny of a venture is not only to be recommended on husiness grounds, but it should also be used to satisfy the investor that it does not bring involvement in unacceptable practices such as prison labour. Companies, such as Levi Strauss, which have chosen to reject involvement in China because of the country's human rights record, are entitled to respect. Such decisions are, how ever, part of a carefully positioned corporate image and as such do not necessarily apply to others.

Foreign business presence in China is part of the west's overall policy of engaging in dialogue at every level, seeking to foster stable economic development while at the same time pressing China to conform to international standards of behaviour. Companies which do take the plunge deserve the support of their governments.

lonesome superpower in a world without other superpowers, the US is grappling with a new defence dilemma: how to spend less on weapons and still sustain the industrial and technologic cal capabilities that lie behind its

unquestioned military supremacy.
As long as the cold war lasted defence spending was high enough for this hardly to be an issue. But the question is in sharp relief now that the Clinton administration has committed itself explicitly to a policy of protecting the "defence industrial base", from submarines to mil-

The US defence industry, with 2.75m employees, is already undergoing significant changes to contend with the shrinking home market. In today's dollars, the US was spending \$120bn a year in 1985 pro-curing military hardware. The figure for the 1994 fiscal year, starting in October, is just \$45.5bn.

In the past year, Martin Marietta, the missile, space and electronics group, has taken over General Electric's aerospace business; Hughes, part of General Motors, has absorbed General Dynamics' missile activities; Loral, which had already bought Ford Motor's aerospace division, has also swallowed the LTV missile business; McDonnell Douglas has put its helicopter and laser operations up for disposal; and General Dynamics has gone on to sell its electronics operation to the Carlyle group and its military aircraft division - maker of the F-16 - to Locknood

Not persuaded by the idea of "conversion", General Dynamics has chosen to become, instead of a \$10bn-a-year defence company, a \$3.5bn-a-year defence company.

"I would guess by the end of this century we'll see an industry that has maybe a third of the number of competitors in each category as there are now." says Mr Norman Augustine, chairman of Martin Marietta. "There has to be a consolidation." In some sectors, he says, it may not make sense to have competition at all.

The Pentagon has already indicated it plans to keep "one, not two" submarine production lines. US submarines, all nuclearpowered, are now built at General Dynamics' Electric Boat division at Groton, Connecticut, and at Tenneco's Newport News yard in Virginia. But current plans mean a gap of at least two years in building work before a new Centurion class comes on stream around the turn of the century.

The question is whether it is worth ordering an extra submarine to keep one facility open, an effec-tive subsidy of about \$1.5bn a year. Against that has to be set the time it would take to reconstitute a production line once it had closed.

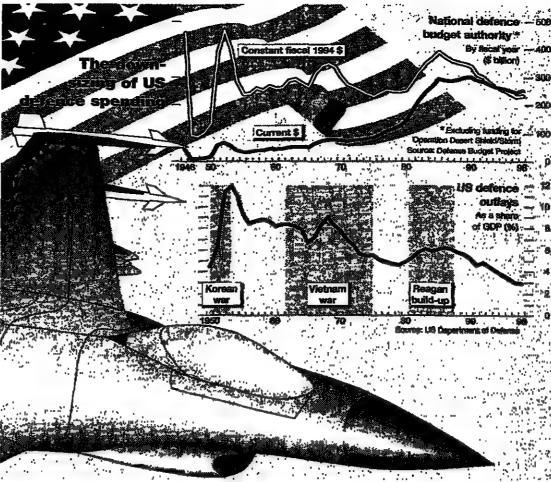
Mr John Deutch, under-secretary for acquisition, has promised special treatment for "unique" indus-tries such as this, which have no overlap with civil business. Munitions are a similar case. "We strongly feel you need to build fences around them, protect them and nourish them," Mr Deutch told a recent congressional sub-

In combat aircraft, a new shape is emerging in the industry, with just two companies - McDonnell Douglas and Lockheed - taking primary roles in designing and manufacturing fighters. The past few months, in which Lockheed has taken over the mile-long F-16 assembly line at Fort Worth, Texas, have "fundamentally transformed the landscape for military aircraft in the US", according Mr Dan Tellep, Lock-heed's chairman and chief execu-

At least two new fighters are expected to survive an urgent Pen-tagon rethink on tactical aircraft requirements. The US air force and US navy have no fewer than four projects under way. Putting all of them into production would break

Priority looks likely to go to the new top-of-the-range fighter, the Lockheed-led F-22 – although probably in reduced numbers - and a new navy variant of McDonnell Douglas's F/A-18 Hornet. These are The US defence industry is undergoing rapid change to adapt to its role in the post-cold war world, says David White

Survival of the slimmest



the projects most vital for both companies. Other plans for a sophisticated new navy strike aircraft and a multi-role successor to the F-16 may be put off until well into the next

The verdict is expected to be the first result from a so-called bottom-up review, due by late summer, into the full range of US defence requirements

The new Pentagon team has taken on a big task - especially since it is still only part of a team. Many of the important civilian posts at the department are still unfilled, and only a handful of those named have been confirmed by the

The Pentagon may be making some risky assumptions about what it can pay for within the budget

Senate. Almost five months into the administration there is still an air of improvisation. People dealing with the Pentagon find it exasperating. Mr Lawrence Korb, who was an assistant secretary of defence in the transition between the Carter and Reagan administrations and is now at the Brookings Institution thinktank in Washington, says: "This is the worst I've ever seen."

Lack of assistants is only one of the troubles complicating the task of Mr Les Aspin, defence secretary. Among the others are a heart problem, controversy over gay rights in the military, the aftermath of the 1991 naval flyers' sex rampage known as the Tailhook affair, and military discomfort over the government-wide pay freeze planned next

Mr Aspin's rushed first budget – which he calls "treading water" – is

just a trimmed version of the one he inherited from the Bush auministration. Apart from pruning funds for missile defences, the down-to-earth remnant of President Ronald Resgan's far-fetched Strategic Defence Initiative, it has maintained funding levels for all the main armament programmes. The hig changes will come in the following three

The budget has already come down from over \$300bn a year at the start of the decade to \$283bn for the coming financial year. Under the final Bush plans this would have dropped, in today's dollars, to about \$350hn in 1997. Clinton administration plans would cut this to about \$230bn. It will be the least the US has spent on defence in real terms since the slack years of the late 1970s. As a share of US gross domes tic product - about 8 per cent - it will be the lowest since the second world war, and half what it was in the mid-1980s.

The Pentagon may be making some risky assumptions about what it can pay for within that budget. About 40 per cent of the extra reductions foreseen under the latest Clinton plan come from lower inflation expectations, calculated at 2.5 per cent or less a year. Savings of about \$18bn depend on making the pay freeze stick, with subsequent below-inflation pay increases. And the projections assume that plans carried over from the previous administration are matched by sufficient funding.

The new team already reckoned that it had inherited a shortfall of \$10bn over the 1994-97 period and would need to make that amount of extra cuts, just to make the sums come out.

A panel of three outside experts, reporting back last month, found that the previous tenants had been over-optimistic about efficiency savings and had underestimated some other costs. The panel put the figure at up to \$15bn. Mr Aspin, relieved that there was not a \$100bn black hole as some had predicted, chose to add another \$5bp to his spending plans from fiscal 1995, rather than order still more cuts.

In a trillion-dollar spending programme, such sums are a drop in the ocean. But Mr Korb at Brookings believes the amount of underfunding is closer to \$25bn.

The experts' panel has also issued two sonorous warnings. One is that, in the early part of the next can-tury, the US will have trouble paying for all the projects now in development. The other is that unit costs will rise. Declining defence business

'Dual use is a valid concept if not carried too far. You can have dual-use computers. but it's hard to think of a dual-use tank'

"is likely to lead to significant increases in the overhead rates of defence suppliers".

This, according to the report, "could lead to unexpected and largely unavoidable increases in existing programmes and elimina-tion of a significant percentage of the cost savings that would ordinarily result from programme ter-

When Martin Marietta's Mr Augustine was working at the Pentagon in the 1960s he had a theory about rising weapon costs. "I pre-dicted that in the year 2054 one tactical aircraft would cost the whole defence budget," he says. "And we're right on track."

Defence manufacturers do not know yet how heavily the axe will fall, but know that it will fall mostly in their part of the budget. The "investment account", covering

procurement, research and develop ment and construction, and running for more than a decade at over \$100bn a year, is expected to suffer a disproportionate share of cuts.

This is despite the likelihood that at least two equipment items not currently budgeted for will somehow be squeezed in: production of the innovative V-22 tilt-rotor trans-port aircraft for the Marines, a multi-billion-dollar project opposed by the last defence secretary, Mr Dick Cheney, but supported by Mr Bill Clinton during his presidential campaign; and maybe \$3bn-\$4bn for a third Seawolf submarine, just to

keep production going.
Something else will have to give way. In the past the long US budget ary process has provided hope of surrection for cancelled projects. But Dave McCurdy, a leading Demo-crat on the House Armed Services Committee, predicts: "A lot of the programmes are going to stay

he US may also have to contemplate deeper cuts in the size of its forces already reduced from 2.17m in 1987 to 1.73m The new administration has indicated a target of 1.4m by 1997 instead of the 1.6m planned under President George Bush. But it may go further still in cutting troop numbers, rather than reduce forces readiness. It would be easier to save money this way – maintaining ammunition and keeping battalions staffed is costly - but any step in that direction is taboo. Nobody wants to return to the "hollow forces" of the Carter era.

But, says Mr Augustine: "We also have to be careful we don't build a hollow industrial base." By this he means a large number of defence factories, producing at a low rate doing little R&D and incurring high overheads. "I think that's a very real risk," he says.

The Pentagon's approach is to try to break down the barriers as much as possible between military and civil industry. "We cannot afford to have low rates of production in an entirely different industrial sector, says Mr Deutch.

Its "dual use" policy is meant to show wider economic benefits for the effort that goes into military technology. It has two sides. One is to focus on developing technologies that have commercial as well as military applications. The other is to take advantage of advances in civil technology, breaking down the tangle of regulations governing the military procurement process and buying products directly from the civil sector. This is expected to produce significant savings especially in electronics and software. Inquirers already have a freephone number to call: 1-800-DUAL USE.

Lockheed's Mr Tellep is cautious "Dual use is a valid concept if not carried too far. You can have dualuse integrated circuits, dual-use computers, perhaps dual-use cockpit displays. It's hard to think of a dual-use tank.

But Mr Augustine can imagine the next generation of battle tank being designed to use a truck engine instead of the current Abrams tank's gas turbine. "Even though it's not the optimum tank, it may be the optimum tank you can produce."

To keep vital defence plants in business, the Pentagon could transfer maintenance work from state arsenals and dockyards to private sector manufacturers.

It will also count more on government-led foreign military sales, regardless of arguments for restraint in regions such as the Middle East. A sharp decline in sales from the former Soviet Union has given the US overwhelming dominance in the world market, with arms transfer agreements worth almost \$29bn last year.

Exports are already covering production gaps. The country's sole remaining tank production line, which General Dynamics operates at Lima, Ohio, now lives off Egyptian, Saudi and Kuwaiti contracts Foreign sales used to be the icing on the cake for US arms companies. They have become a necessary part of the industrial strategy.

OBSERVER

Forked tongue

■ Over years of being bombarded with management jargon, such as "Soft-S fronted structure initiating", Observer has developed a rule of thumb. The only thing more dangerous than deciding that such gobbledegook can't have any meaning is to assume you know what it is.

Take for instance an upcoming phrase increasingly apt to be overheard in trendy executive suites: people being referred to as what sounds like "Hi Macs".

It would be totally mistaken to leap to the conclusion that those so described are either Americans with a cheerful hail-fellow-well-met disposition, or Scottish aristocrats. Nor are they being insultingly likened to putrid hamburgers.

Even seeing the phrase in its correct spelling - "High Machs" - can raise confusion, since it could be taken to mean folk apt to rush around at supersonic speeds.

But the real reference is to people who are highly Machiavellian in deceptively manipulating those around them. Psychologists test this characteristic by asking how far people agree with statements such as: "Never tell anyone the real reason you did something unless it's useful to do so."

Oh, and just in case anyone doesn't already know it, "Soft-S fronted structure initiating" means much the same thing: coming people into behaving as you wish.

Low life

■ Time was when being a life president meant something. In return for giving up the keys to the chairman's suite, corporate grandees were rewarded with a title, secretaries, free lunches and continued use of chauffeur-driven

But outgoing Hammerson chairman Sydney Mason, one of the grand old men of British property, is not even being allowed to keep his office when he inherits his title after Hammerson's annual meeting today. Indeed, he will be hucky if he can even find his name in future annual reports.

How he must envy Lord King, British Airways' newly created president. One of the rumoured perks of being an ex-chairman of a big airline is a lifetime's free flying on any of the world's main

Dream team ■ The behind-the-scenes

politicking over Jacques Attali's future at the European Bank for Reconstruction and Development is degenerating into farce. Persuading the 59-year-old Ernie Stern, the respected number two at the World Bank, to take the less important number two job at the EBRD is almost as bad an idea as maintaining the status quo.



'I haven't christened anyone John

Why on earth recruit a career bureaucrat whose speciality is managing a third world development bank to run a supposedly entrepreneurial type of institution whose prime aim is to work with the private sector? Sir William Ryrie, head of the World Bank's private sector arm, the International Finance Corporation, would seem better qualified.

Even worse, offering Stern a megabuck transfer fee is hardly the behaviour expected of an organisation already under censure for its profligacy.

Nevertheless if the ERRD's

Stern, it ought surely to be part of a move to replace Attali. One possibility would be to recall Citicorp vice-chairman Onno Rudding, the former Dutch finance minister who wanted the EBRD job just as badly as Frère Jacques. Then the EBRD might have the beginnings of a dream team.

Out of the hunt

■ When it comes to filling the chief executive's post at Barclays, the NatWest directors John Melbourn and John Tugwell may not be such hot tips as many in the City of London believe.

Earlier this year, Barclays asked executive searchers Spencer Stuart to draw up a short-list for the job. The headhunters, however, had a longstanding relationship with NatWest, and accordingly asked the established client if they could

take on the Barclays assignment. NatWest said it had no objection, so long as the headhunter did not feel it faced a conflict of interest - which of course was a warning to steer clear of NatWest staff when approaching candidates. Whereupon Spencer Stuart intimated that no one from the Action Bank would be on the list.

Oversight

owners really are intent on bagging the Queen's Birthday honours list.

■ Much tut-tutting is abuzz behind the RRC World Service microphones at the absence of former boss John Tusa's name from Having been denied a chance of even competing for the job of BBC director-general, Tusa has now failed to get the customary recognition for a job well done. Former Bush House occupants.

such as Gerard Mansell and Austen Kark, picked up CBEs, and some thought that Tusa might even have been in line for his K. During his six-year stint, the World Service won praise from listeners ranging from President Gorbachev to the Beirut hostages

Admittedly, BBC-types have not been collecting quite so many honours under the new regime at Number 10. But Tusa has gone on to be master of a Cambridge College, and in his 32 years at the Beeb has probably done as much for public service broadcasting as the likes of recently knighted Michael Checkland, David Frost, and Robin Day.

Could it be that BBC chairman Duke Hussey, whose wife is the Queen's lady-in-waiting, somehow forgot to mention Tusa in dispatches?

Soft touch

■ The Bank for International Settlements, the central bankers' bank never known for subsidising lost causes, must have had a particularly good year. For the first time since records have been kept, iournalists attending today's annual meeting are being allowed to phone home their reports without being charged for the use of the phone.

nyone who does much business in third world cities can empa-thise with the British investment banker who recently hurled his telephone out of the window of his hotel on Copacabana beach after a tenth failed attempt to make a

For residents of Rio de Janeiro, the ailing telephone system, while probably a ninor problem, provides a fitting symbol for a city where everything is stretched beyond

The transport system is chaotic; sprawling slums deface hillsides; the bay is polluted almost beyond redemption; and chronic unemployment has pushed many into drugs and prostitution. Crime is so rampant that US State Department travel advisories tell tourists not to walk in the streets.

Just as many of Rio's 10m population were giving up hope, a civic leader has emerged, pledging to change all this. Since becoming mayor in January, Mr Cesar Maia, a left-wing economist from the Democratic Movement party (PMDB), has propelled Rio into national headlines. He has introduced the city's own time zone, and half-jokingly has threatened to issue its own currency to replace the inflation-racked cruzeiro. He closed off the main commercial thor oughfare for a week of open-air concerts by the Moscow Philharmonic and dressed up as a purple Ninja turtle to encourage children to have vaccina-

Mr Maia believes such stunts are necessary to boost the city's self-confidence and give It a new image. "I want to show that Rio is different from other Latin American cities it's playful and rebellious."

Behind all the promotion, however. Mr Maia is serious. His ultimate aim is to make Rio a "global city" modelled on Madrid and Barcelona, offering a range of facilities to attract business and tourists.

Initially he wants to bring in foreign and domestic investment to improve the city's infrastructure, and to privatise public services where possible. to leave the administration free to concentrate on "the big picture". By cracking down on crime and boosting its cultural offerings, he plans to capitalise on the city's spectacular beauty to make the city an

international business centre. To accomplish this, Mr Maia has assembled an internationally respected team of advisers, including Mr Marcilio Moreira Marques, a former federal

Rio finds a hero

A colourful mayor has brought hope to the city, says Christina Lamb

economy minister, who is in charge of attracting foreign capital and aid; and Mr Eduardo Modiano, former head of Brazil's privatisation programme. His brief is to put roads, the marina and even the city's renowned carnival into private hands.

The mayor and his team face a staggering challenge. Urban planners reckon that Rio's population is three times greater than its housing, infrastructure and employment base can support. More than 1,500 slums and irregular settlements house a third of its residents. Evidence of the lack of investment in Rio's infrastructure is abundant. Huge pot-

Initially Mr Maia wants to attract investment to improve the city's infrastructure

holes in the streets contribute to frequent traffic accidents. Giant pits stand as grim reminders that the city went bankrupt in the late 1980s halfway through building a metro

Rio's decline can be traced to 1960 when Brasilia became the capital of Brazil. Since then its traditional shipbuilding Industry has collapsed and its importance as a port dwindled. As unemployment rose, crime surged. Businesses moved to Sao Paulo, and tourism slumped. Unemployment and crime in turn rose still higher. The syndrome has intensified since the national economy fell into recession in 1989.

It was the issue of law and order that carried Mr Maia to power. When the Earth Summit took place in Rio last June he was lagging in the polls. But the tight security surrounding the conference showed local people how pleas-

ant Rio could be if crime was contained. Afterwards, Mr Maia's ratings rocketed when he said he would use the army if necessary to make Rio safe. To help stem the fall in tourism, which has dropped 70 per cent since 1989, he has created special force of undercover "tourist" police. Dressed in T-shirts and Bermuda shorts,

buggies and on jet-skis. Mr Philip Carruthers, head of the Rio hotel association, says results are already being seen in terms of fewer tourist muggings. Encouraged by the new anti-crime mood, a Rio judge has imprisoned 14 of the city's main crime bosses, who are under investigation for alleged involvement in arms and drug trafficking. The state prosecutor is investigating 15

senior policemen for "illicit

its members travel in beach

To improve business facilities, Mr Maia has secured the city's first important investment commitment in decades Embratel, the state telecommunications company, has selected Rio as the site for Latin America's first Teleport a sophisticated communication tions centre which will update the city's telephone system as well as offer office space equipped with satellite technology. Embratel is currently looking for private investors and multilateral loans to help

finance the \$1bn project. But Mr Maia's main focus is on culture. "I see culture as part of economic policy," the mayor says. "To make Rio work, we need to make it a special place to visit. Top executives do not go to New York just for business - they go to enjoy its cultural offerings."

Arguing that the city's natural beauty is an economic asset which must be protected, Mr Maia has sent in buildozers to 'remove" slum dwellings from richer areas. Such actions, while applauded by business men and hoteliers, leave him open to charges from representatives of the slum-dwellers that he is "governing for the rich". The mayor counters that his administration is the first to have provided regular public services such as rubbish collection in slum areas.

The collapse this month of a hillside slum in heavy rain and the gunpoint robbery of a visiting American pop group at the airport show how far Rio has to go before it again merits the title "Marvellous City". Rio has not yet decided whether its new mayor is a prankster or a genius. But there is a new mood of optimism which could be the first step to recovery.

re Britain's privatised utilities making excess profits?

The question, debated since BT was privatised in 1984, has been brought to a head by the current Monopolies and Mergers Commission investigation of Brit-ish Gas. The probe was trig-gered mainly by the inability of the company to agree with Ofgas, its regulator, what level of profits was reasonable.

A dispute over profits is also simmering between Ofwat and the water industry. The water regulator has embarked on an elaborate examination of profitability for a review next year of the industry's charges.

rejected profit controls when privatisations began in 1984 and opted for price caps. The idea was that caps would encourage efficiency as companies would be able to keep the extra profits from cost-cutting But it became apparent that price caps, reviewed every four or five years, could not be set without reference to profits.

Defining a benchmark for a reasonable level of profits is far from easy. Crude profit figures in themselves prove nothing, as large companies need larger profits than small companies to reimburse greater shareholder investment

Profit increases by utilities also prove little. Last week the airports group BAA, Anglian Water, Northumbrian Water. and three electricity companie PowerGen, National Grid and Scottish Hydro-Electric reported higher profits, but the figures still begged the question of whether levels were too high, too low or about right.

The way regulators, utilities and the MMC answer this question is by calculating the "cost of capital" - defined as the minimum a company must pay to raise funds from investors. If a company's return on assets is consistently below its cost of capital, it will be unable to raise new funds. If it is higher, customers are being charged more than necessary.

Applying this theory in practice runs into numerous complexities. Moreover, the utilities and their regulators have produced widely divergent figures of the cost of capital. Part of the explanation for the differing figures lies in the

utilities' interest in proving their cost of capital is high: that way, they believe, the regulators will allow them to make higher profits. Similarly, regulators, as consumer champions, have an incentive to keep prices as low as possible, although this is tempered by

Too high, too low, or just about right

Hugo Dixon examines the debate over profit levels earned by the UK's privatised utilities

so far this year 1.972 3.1 British Gas 1.054 116 · n/a 285 BAA 202 16 7.3 580 National Power PowerGen 425 115 13 Scottish Power 297 Scottish Hydro-Electric 43 13. 146 533 National Grid n/a North Word Water 247

Latest financial veer " As at June 10, 1993.

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Utilities: finding a fair profits formula

their duty to ensure the utilities can finance themselves. The dispute is fiercest in the gas industry, where Ofgas

South West Water

Thames Water

Yorkshire Water

Northumbrian Water

argues that the cost of capital is 2½ to 5 per cent after infla-tion, while British Gas believes it should be 6.7 per cent for existing assets and 10.8 per cent for new investment. "We are not earning enough. One of the reasons we went to the MMC was because our profits were being squeezed," says Mr Philip Rogerson, British Gas's finance director.

In the water industry, the discrepancy is also wide, with Ofwat arguing for a figure of 5 to 6 per cent and companies pushing for 9% per cent. "The water companies need to be profitable to invest to meet new environmental standards,' says Mr Paul Garrett of the Water Services Association, the industry trade body.

Observers not directly involved with either the utilities or their regulators tend to argue that the right figure for the cost of capital lies somewhere between the extremes. Mr Nigel Burton, an analyst at Warburg Securities, says, on average, it is something below 8 per cent. Mr Simon Taylor, an economist at JP Morgan,

the investment bank, thinks the appropriate figure is 6 to 7 per cent for National Grid and higher for others.

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100.

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Most regulators and utilities use the same academic model to calculate the cost of capital, called the capital asset pricing model. This takes the interest rate on a low-risk asset, such as index-linked gilts, and adds a premium to compensate for the greater riskiness of buying equities. An adjustment is then made to account for the fact that companies raise funds not just through issuing equity but also debt. which is cheaper.

The problem is that there is disagreement on all elements of the calculation: if different figures are out into the model. different figures emerge.

There is particular controversy over whether investments in utilities are risky. The regulators argue that they are less risky than investments in other businesses. The products they supply are basic necessities, not short-term fads, and their dominant market positions give them protection from competition. But the utilities say their businesses are high risk because of continual interference by regulators. Even once a figure is decided

for the cost of capital, there is still a question of how to value utilities' assets. This is because regulators wish to compare the cost of capital with profits as a

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percentage of company assets. But valuing assets leads to another conundrum. Inflation rules out valuing assets according to how much was actually paid for them - the "historic cost" approach. But valuing them according to how much they would cost to replace - the "current cost" approach - can produce bsurdly high figures.

The most extreme case is the water industry, which was sold to investors for £5.2bn but whose assets in current costs are valued at more than £100bn. If a 5 per cent cost of capital was applied, profits would need to be increased

five-fold (see chart). Ofwat and Ofgas have chosen to cut through this Gordian knot by differentiating between pre- and post-privatisation assets. Pre-privatisation assets are valued according to how much the shareholders paid at flotation, while post-privatisation assets are valued on a current cost basis. But this is of little use to

shareholders and customers,

since published accounts do since published accounts do not disentangle pre and post-privatisation assets. Matters are more difficult with BT, which stopped publishing accounts on a current cost basis when privatised.

Moreover, figures for single years can be misleading. Brit-ish Gas's 3.1 per cent return in 1992 was depressed by excep-tional factors. Mr Rogerson of British Gas explains that in most years since privatisation the company has earned

fina

between 6 and 7 per cent. Such complexities lead some to question the the formal approach of calculating the cost of capital. Mr Peter Hyde, an analyst at Kleinwort Benan analyst at Memwork Ben-son Securities, says it involves taking one subjective figure, called capital values, and mul-tiplying it with another subjective figure, called rate of return, to calculate an even more subjective figure". A less formal method is to look at how well shareholders

have fared in practice. This approach, which involves comparing how far share prices have risen since privatisation with the rise in the FTSE-100 index is set out in the chart. In all cases, the privatised utilities have outperformed the index, but their records vary considerably. The recently privatised water and electricity companies have done very well with share prices often rising

by 100 per cent during periods when the index rose little. BT and British Gas have also seen their share prices rise. But the rises look less impressive given that they were privatised in 1984 and 1986 respectively and the index has also risen substantially since. The main explanation for the

varied performance is that reg-ulators have already tightened the price caps of the companies which were privatised first BT's cap has been squeezed from the rate of inflation minus 3 percentage points (RPI-3) to RPI-7%, and British Gas's from RPI-2 to RPI-5. The tighter caps are already having an impact on profits.

By contrast, the more recently privatised electricity and water industries have so far escaped stricter regulation. But reviews of their price caps are under way and it is unlikely they can avoid the

regulatory squeeze forever.
When the British regulatory structure was invented, the government honed to avoid the American debate about the proper rate of return for utilities. It was over-optimistic. The debate is now well under way. It is complex and fraught. It will probably never end.

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL Pax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

Serb leader fails to offer alternative

From Str Jack Stewart-Clark

Sir, Radovan Karadzic, leader of the Bosnian Serbs, writes (Personal View, June 9) about the Moslems in Bosnia. He asserts that no Serb can deny that they need a secure home in Bosnia. Is it not strange, therefore, that the Bosnian Serbs, with their self-styled Serbian parliament, refused to allow Mr Karadzic to put his signature to the Vance-Owen plan, which allowed for the Moslems to have just such a secure home?

At no time have the Bosnian Serbs come forward with a just alternative. The truth of the matter is that Slobodan Milosevic and Vojislav Seselj, who have between them almost total power in Serbia, are intent on carving out a greater Serbia and the Bosnian Serb regime under Karadzic is a willing accomplice to this. A greater Serbia in their eyes includes all of Bosnia-Herzegovina, the occupied portions of Croatia, Kosovo and Macedonia. Possibly the Moslems may be allowed living space within this but only under the boot of

Karadzic describes the Bos-nian Moslems as "our Slav brothers". Let him and the Serb leadership come forward with a humane and realistic plan for these brothers, which will enable them to live in peace and freedom. The world may then start believing that his words have some substance and are not another smoke screen behind which further ethnic conquests may be made. Jack Stewart-Clark. MEP for East Sussex. 97/113, Rue Belliard,

Vote on it

From Mr Philip Mickelborough.
Sir, The decision on whether there should be a referendum on the Maastricht treaty has too fundamental an effect on Britain's constitution to be left to the politicians. There should be a referen-

dum on it. Philip Mickelborough. 39 Kingsbury Street, Mariborough, Willshire SN8 1JJA

Call for a royal commission on manufacturing industry

From Mr Roger Lyons. Sir, Zeneca's current difficul-ties with its share issue ("Dealers concerned at Zeneca outlook", June 11) is just the latest example of the chronic short-termism that plagues British Industry.

Here is a company at the leading edge of scientific innovation, in an industry which requires long-term investment in R&D, but which also produces long-term rewards. struggling to find the capital it needs. Contrast this with the recent stock market feeding frenzy in property where investors have been fighting to get a piece of the action.

How much longer are we going to have to put up with our future as an industrial nation being undermined by the operation of a completely

inadequate financial system? How much longer are we going to see the share of Britain's gross domestic product pro-duced by manufacturing continue to decline? While some sectors of our manufacturing are rightly admired, overall it is now simply too small. This is a long-term problem

that requires long-term solutions and a change in attitudes. The emerging consensus on the importance of manufacturing now needs to be turned into practical action to support and sustain our industries. It is for this reason that MSF has recently proposed to the prime minister the establishment of a royal commission on manufac turing industry. Its task would be to investigate and report on the role that government can

and should play in supporting

manufacturing industry; lessons to be learned from abroad; structural changes needed to overcome the dominance of short-term thinking in the link between finance and productive industrial investment; establishment of an industrial system based on partnership between management and employees; and the most effective means of turning innovation, research and development into manufactured goods.

There has been a large number of royal commissions this century, but not one on manufacturing - the foundation of Britain's national wealth. It is time this was remedied. Roger Lyons, MSF Union, 64/66 Wandsworth Common North Side, London SW18 2SH

Sec.

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Predictions on share prices, please

From Mr Gordon Mitchell. Sir, The improvement to the FT weather service is greatly relcomed. Particularly useful are the forecast temperatures for the day of publication in the leading centres of the world. Your previous service

giving temperatures at noon on the previous day was, after

all, of interest to just a few time travellers.

Perhaps the time is now right to extend this logic to your excellent London Share Service. The previous day's figures are, after all, an esoteric interest. The value of your newspaper would be immeasurably increased, for the general reader, by the inclusion of forecast share prices at noon on the day publication. No doubt, the actuaries you use for your share indices could easily cope with such a short-term forecast. Gordon Mitchell, 146 Manor Green Road

Aims of Taiwanese airline

From Mr Frank Hsu. Sir, I offer some clarification to your article speculating on the possible advancement of government negotiations for the development of commercial air services between Taiwan and mainland China ("Busi-

ness pulls Taiwan closer to

mainland", May 21).

Your naming of certain cities as possible destinations for new air routes from Taiwan -Beijing, Shanghai, Xiamen, and Guangzhou - is conjec ture, and will remain so until such time that the political situation chans

That EVA Air may serve these, or any other cities in mainland China, must therefore be seen as speculative, and our decision would be made solely on commercial grounds. It is quite wrong, however, to suggest that EVA Air would transfer aircraft from existing

international scheduled services to develop new air services between Taiwan and mainland China. Our interna-tional route development remains central to our growth strategy.

It is untrue also to state the EVA Air's chairman, Mr Y F Yang, is "an avowed sup-porter" of Taiwan's Democratic Progressive party. He has never been affiliated with any of our political parties.

Finally, your article began by stating that EVA Air will have five new Boeing 747-400 aircraft before the end of this year. In fact, we shall have Frank Hsu,

EVA Air, EVA Air Building, 376 Hsin-nan Rd Sec 1, Lechu.

Holding on to directors

Epsom, Surrey KT19 8LL

From Mr Walter Wright. Sir, You may be right, overall, to urge the limiting of directors' rolling contracts to not more than 12 months ("Pay off punch". June 8), but the longer ones do have their legitimate uses

I recently pointed an accusing finger at a non-executive company chairman who had raised from three to five years the contracts for this top two executive directors. He patiently explained that he was anxious to retain the services of the two executives concerned for as long as possible as they were important to the company. There was no question, in this case, of a possible golden parachute. Walter Wright, 188 Court Road Orpington, Kent BR6 OPY

expected to double. Expect overcrowding and Expect to spend more time crawling alone the motorway and even longer check-in times. For many companies the solution to this long-

standing problem has been the corporate jet.

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"WHOSE BUSINESS SCHEDULE ARE you WORKING TO?"



Selection seen as watershed in country's politics

Turkey picks economist as first woman premier

MRS Tansu Ciller, a 47-year-old academic economist, will be sworn in today as Turkey's new prime minister. She becomes the first woman to lead the predominantly Moslem country, and one party delegate said: "She is the only candidate who can represent Turkey in a European context." Having resigned as economics

minister last week to contest the leadership of the conservative True Path party (DYP), Mrs Ciller emerged unchallenged on the second ballot of 1,169 DYP delegates. She had fallen just short of an absolute majority against two other contenders in the first round. Mr Ismet Sezgin, interior minister, and Mr Koksal Toptan, education minister, then

The new premier succeeds Mr Suleyman Demirel, whose accession to the presidency last month created yesterday's leadership contest. With the death in April of then President Turgut Ozal, and Mr Demirel as president, Mrs Ciller's election marks a watershed in Turkish politics and the handover to a younger genera-

First woman PM must reforce party image... ...Page 5

Her emergence is not likely to signal a great shift in Turkey's traditional pro-western foreign policy, although she is expected to accelerate economic reforms. Yesterday she restated her promise to speed up the privatisation of state companies.

A wealthy Istanbul economics professor, Mrs Ciller is seen as the party's best hope to restore Its tired image ahead of the vital municipal elections next year and the general election which

She told delegates meeting in an Ankara sports stadium that in voting for her they were "writing the first words on a sheet of new white paper". A relative unknown in DYP ranks, who entered parliament only at the last election, Mrs Ciller owes her rise to Mr Demirel, who picked her as an economic adviser. However, the president, who immediately sent his congratulations, will need to counter a public

With most of the cabinet also thought to have voted against her on the first ballot, Mrs Çiller will quickly have to assert her control over the party machine. There was also some doubt last

impression that he opposed her

night over the future of Mr Rusdu Saracoglu, the central bank governor with whom Mrs Ciller has disagreed over her anti-inflation policy. Mr Sara-coglu was a pivotal figure in the

Italian bank reform set to assist troubled companies

By Heig Simonian in Milan

ITALY'S banks have been given the go-ahead to take stakes in industrial companies, in a step aimed at assisting privatisation and bailing out troubled private

Commercial banks will be able to own up to 15 per cent of industrial companies directly, provided the stakes do not damage their profits. The size and number of equity stakes will be limited by criteria set by the Bank of Italy, based on a commercial bank's size and type of business.

Large commercial banks will not be able to invest more than 6 per cent of their capital in a single stake, and not more than 40 per cent for all their industrial participations.

The pian to reform one of the central pillars of Italy's 1936 banking law, made by the central bank last month and approved by a cabinet committee on Friday night, takes the country's banking rules closer to the German

The long-discussed change has been accelerated by the severe debt crisis faced by a number of Italian companies. Rescue talks are under way between Ferruzzi, Italy's second biggest private company, and bank creditors, while creditors are negotiating a restructuring of the Aga Khan's Ciga hotels chain. Ferruszi and Ciga have debts of L31,000bn (\$20.9bn) and well over L1,000bn respectively.

Reform of banking rules could also ease the government's privatisation plans.

Allowing the banks to take stakes in privatised companies could help overcome liquidity problems on the small Milan stock exchange and provide the government with much-needed cash to curb the huge budget def-

Italy's privatisation pro-gramme, involving the disposal or flotation of large swathes of

the state's activities in industry, energy and financial services, has had a slow start. Although handicapped by domestic political uncertainties, disposals have also been held back by limited

Some observers fear reform of the banking law could put pres-sure on state-owned banks, which dominate the financial system, to buy up privatised assets. A senior Italian official has confirmed the government has reached a compromise with the European Commission on reforming new laws on securities trading to bring them into line with EC rules.

Rome will alter its controversial law, named after the Societa di Intermediazione Mobiliare, the new form of securities broker, to conform with EC rules on freedom of establishment and the free provision of services.

Italy to sell financial services group, Page 15

Domestic hitch for Clinton's Supreme Court plan

WASHINGTON'S newest and most virulent disease – acquired household help payments deficiency syndrome – was yester-day presenting complications for President Bill Clinton's likely choice for the Supreme Court.

The White House confirmed US media reports that Judge Step-hen Breyer of Massachusetts and his wife had for several years failed to make social security payments on an elderly woman who was a part-time home help. They had apparently made

back payments and paid a penalty earlier this year following revelations in the cases of Ms Zoe Baird and Judge Kimba Wood, respectively nominated and considered by Mr Clinton for

the position of attorney general.

The president was said to have been impressed by Judge Breyer, chief of the federal appeals bench on the Boston circuit, at a White House lunch on Friday. No announcement was then made to allow for last-minute background checks, but the Breyers were asked to stay on in the Washington area for a few days and the other leading candidate, Mr Bruce Babbitt, the interior secretary, said he was content in his present position.

There was no early word yesterday from the White House as to whether Judge Breyer's nomination was now in doubt. But one obvious difficulty, instantly alluded to by Mr William Cohen, the Republican senator from Maine, is that nominating him could prompt the widespread perception that a double standard is applied to male and female candidates for high

During the Baird and Wood controversies, it was frequently alleged that no male nominee would ever have been subjected to inquiry about the affairs of his personal household. Two male cabinet members - Mr Ron Brown at the Commerce Department and Mr Federico Pena at transportation - were confirmed in office after disclosing that they had failed to pay the relevant taxes on their domestic

in the three household help cases. Ms Baird and her husband, a law professor at Yale, had hired a Peruvian couple, apparently knowing that it was illegal at the time to hire undocumented immigrants. Judge Wood and her husband, a journelist at Time magazine, committed no technical breach of the law, but were caught in the Baird backlash.

Judge Breyer and his wife, a psychologist, are said not to have paid social security payments which they thought unnecessary because their household help, a US citizen, was already old enough to be receiving social security benefits.

THE LEX COLUMN Stable conditions

Controlling market prices around the time of new issues has long been a thorny problem for investment banks. Any attempt to support the price of an issue is a form of market manipula-tion, though it is often justified on the grounds that it helps maintain an orderly market. Such stabilisation is now controlled by strict SIB rules which forbid, for example, the lead manager to buy in securities above their issue price. So in the Zeneca rights issue, the manager Warburg, which has been a notable bidder for shares above the 600p issue price, is presumably acting for clients, since buying for its own book would be difficult to distinguish from stabilisation.

The rules on stabilisation are, how ever, quite specific and focus on the lead manager buying securities imme-diately after the issue. In the case of the BT3 offer, Warburg is encouraging institutions to buy shares ahead of the float by offering preferential allocations to those that buy, while penalis-ing excessive sellers. This will tend to support the price and smooth the absorption of the issue. In that sense at least it is analogous to stabilisation, for while the lead manager is not directly supporting the price, it is

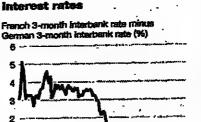
encouraging others to do so.

If the incentive proves popular, it could significantly influence the BT share price. With stabilisation, at least the members of the syndicate know the extent of intervention, whereas in this case not even the lead manager is fully aware of the market impact of the measure. Currently there is a grev area between acceptable smoothing and an unacceptable false market. Perhaps the SIB should consider including such incentives in wider stabilisa tion rules to ensure that the market is transparent, as well as orderly.

Currencies

The message from the money markets is that holding D-Marks is now more risky than holding French francs. While the ublquitous Mr George Soros might be blamed for spreading the notion that the D-Mark is due for a period of weakness, other factors are at work. The dire state of the German economy undermines faith in the Bundesbank's ability to defend the D-Mark. Supportive statements from the authorities last week notably failed to lift the currency.

With the D-Mark wounded, France has a chance to cut rates without worrying too much about strains within the ERM. Since recession in France is



at least as painful as in Germany, it should make the most of the opportunity. The change in sentiment towards the franc this year is a reminder of how fickle the foreign exchange mar-ket can be. Should the German economic slide prove less protracted than the pessimists believe, or should France's good intentions on inflation be seen to waver, the D-Mark could

start to impose again.
It is far from clear that the D-Mark has been deposed as the anchor of tha ERM. French bonds still yield more than German bonds at longer maturities. That reflects the short track record of the Bank of France as a paragon of monetary virtue. Until it can rival the credibility of the Bundeshank over a long-term horizon, D-Mark weakness looks more like a window of opportunity than the start of a new era. If 10-year French bond yields fall below German, it will be time to think again.

Water sector

The inability of the water companies to make a decent return on unregu-lated business has been a notable feature of the results season. The companies' response is that investment in areas such as waste disposal and pro-cess engineering is a hedge against tougher regulation after next year's review. Whether or not that proves correct, the relationship between the regulated and unregulated sides of the business should be as transparent as

On the surface, water companies work under stricter rules on cross-subsidies than other privatised utilities. Licence amendments introduced last year explicitly outlawed any form of subsidy passing across the regulatory divide. But the system of policing so

far has been anything but footprog By publishing new guidelines on transfer pricing last month, Ofwat recognised as much. The divides paid by the utility companies to their quoted parents remain a grey ma Northumbrian drew £21.8m from & utility last year, but paid out rather less to shareholders. Its unregulated

·Franc.

business lost money.

All credit to Northumbrian for reporting the dividend figures with its preliminary results. Other with the companies would do well to infigure with the results of the companies. suit. One can only hope the regulation takes such transfers into account when setting pricing limits for the second half of the decade. If Ofwat gets its sums right this time around, there will be precious little left over to page up the line.

Barclays

It is now more than three months since Barclays cut its dividend and promised to find a new chief executive to work alongside Mr Andrew Buxton the bank's chairman. Since then, there has been no news on the chief exemitive, but the share price has risen by 20 per cent. There is a risk that this recovery will calm the institutions down. They are more inclined to make a fuss when they are losing money, but a responsible role in corporate governance requires a consistent has ger-term approach. The installation of a better structure at Barclays is a proect worth seeing through.

it would be unfair to expect Ber clays to rush. The choice is a difficult one but it gets harder as time goes by. Not only would a new chief executive have to work with existing senior managers who may be miffed at the appointment of an outsider. The better Mr Buxton is established as executive chairman, the harder it will be for a new chief executive to carve out a meaningful role - and the greater the risk in accepting the job. If it is not to face the loss of more

top executives, Barclays needs a candidate of conspicuously higher calibre than the average senior clearing banker. One answer might be to look for a non-banker, but it would make more sense to appoint such a person as chairman. Sir Peter Walters became chairman at Midland, while Mr Brian Pearse, the hands-on banker, was made chief executive. The task at Barclays might be easier if the bank was made more manageable by splitting it up. BZW, for example, is plenty big

Somalia

Continued from Page 1

of burned-out ammunition stockpiles. Mr Ato claims he stored only fuel and spare parts at his

Gen Aideed was also at the site. "This is an unjust and criminal act against Somali people," he said. He called on the world to condemn the human rights violations committed by Pakistani troops. He said he would not hand over those responsible for the June 5 killing of Pakistani troops. "I will remain with my people," he said.

Europe today

Five-day forecast

East of high pressure, located over the British

Denmark, eastern England and Scotland and in the northwest of the continent. By contrast,

It will be overcast in Ireland and western and

central France with even some rain later as a warm front moves in from the Atlantic ocean.

Another front is present over the north-west of the Commonwealth of Independent States.

air will be unstable over the Balkans with some

showers developing. In southern Europe, it will be sunny with temperatures rising to 26C-30C.

In the northern half of Europe, it will be rather cool and unsettled this week. There will be some fair periods, but rain will also fail, as

depressions move in from the Atlantic. Over

Balkan states, there will still be some sho

the continent, the temperature should become warmer by the end of the week. Over the

tomorrow, but from Wednesday, it will brighten up. In Spain. Portugal and Italy It will be sunny

and warm with just a small risk for a thunder

Around the low pressure, it will be overcast with periods of rain. Behind the cold front the

Isles cooler, drier air will move into north

western Europe, it will be fair in Norway.

Continued from Page I

Japan, where controversial. friction-creating decisions, such

found that Japanese companies are reluctant to get involved in this sort of operation. Certain unpopular decisions have to be taken, and they don't like doing

FT WORLD WEATHER

as staff cuts, are very slow to be "The companies were basically

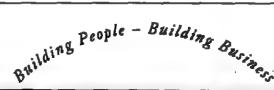
restructuring cases, and we have

that," Mr von Stackelberg said. "The US business mentality is completely different. They are very interested at buying in

Japanese reluctant to move

cheaply and turning a company around. Japanese companies are extremely risk averse." The Treuhand also discovered that business contacts are not made through advertising in the Japanese financial press. Mr von Stackelberg said that there was "almost zero response" to a series of advertisements, but "you have to pay a certain price to gain

Most of the agency's contacts were made through Japanese trading houses and banks, which passed on details of potential deals to their corporate clients.



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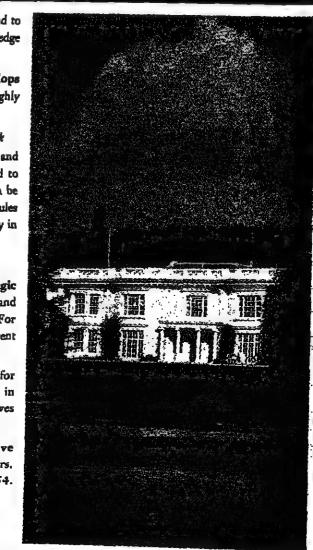
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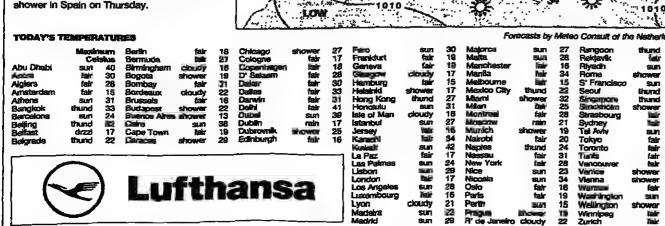
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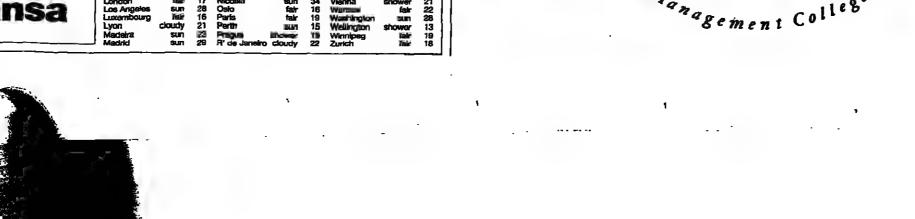
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SECTION III

Monday June 14 1993

As a result of its policy of structural adjustment, Tunisia has become a favourite of the International Monetary Fund. It is also a pilot country for certain United Nations social programmes. Mark Nicholson and Francis Ghiles report

An economic balancing act

NORTH Africa's smallest an average 6.6 per cent in real nation looks to its neighbours with a peculiar mixture of pride and unease. Tunisia's ministers, and swelling class of businessmen and women, point with self-congratulation to the country's recent economic successes, its political stability and its distinctively western social policies. The ogre of Islamic fundamentalism has, they claim, been quashed.

Harris of the second se

A course of near-Europeanisation is firmly plotted. If only the same held next door to the west, where Tunizians are profoundly disconcerted by the threat of incipient guerrilla war in Algeria, or to the east where Libya continues to ply its own unpredictable, pariah's

Such regional uncertainties appear only to harden the goverrment's determination to set a better, meaning a more western, example. The regime of President Zine el-Abidine Ben Alt, which calmly ushered out, on the pretext of "senility", the post-independence leader Mr Habib Bourguiba in 1987, holds as its primary ambition nothing less than laying eventual ciaim to a full place in what it hopes will be an expanded Ruropean economic space.

Much has been achieved. Seven years into International Monetary Fund and World Bank guided structural adjustment. Tunisia's increasingly open economy has grown by

terms over the past three years. Absolute poverty has shrank, according to official figures, from 30 per cent of the population in the 1970s to 6.7 per cent today. As a legacy of Bourguiba's progressive birth control policies, the population growth rate has diminished to a regionally unparalleled 1.9 per cent, and the country is set to reach replacement rate for its economic population in 2025, by which time there will be around 12m Tunisians.

Socially, too, Tunisia aspires to European norms. Perhaps most important is the role accorded to women, who enjoy better rights to divorce, abortion and general equality before the law than their counterparts in any other Arab country - again a legacy of the Bourguiba era. Tunisia's association of women managers has 2,000 or more members.

Such achievements have made Tunisia a favourite of the IMF, and a pilot country for certain United Nations social programmes. But they have been won in a manner which has brought the government little praise for its political strategy.

in testimony last month before the US House foreign affairs committee, Mr Edward Djerejian, assistant secretary responsible for Near East Affairs, praised Tunisia as a "case study of the positive



reforms," but volced "serious concerns" about human rights and political freedom. "Tunisia has dealt too harshly with some of its political opponents," he said. "Tunisia's human rights record has been marred by credible claims of postnos.

These claims were raised particularly by Amnesty International following the govern-ment's arrest and detention in May 1991 of almost 300 alleged members of the now outlawed al Nahda Islamic party, whose leader, Mr Rachid Gannouchi. is now seeking political asylum In Britain.

The group was accused of plotting the government's over-throw and planning to attack the president's aircraft with a Stinger anti-aircraft missile. But the clampdown followed

rising concern within the regime at the rising Islamic challenge in Algeria and the burning of two night watchmen at the premises of the ruling party. In the view of most western diplomats in Tunis the government simply decided to come down as hard as possible, as soon as possible, on what many consider to have been at best a nascent threat. "They wanted to crush the movement while it was still

The government, and Tunisia's middle classes, profess themselves confident that, for the moment, whatever fundamentalist threat there was has been summarily dealt with. Whatever residual popular support al-Nahda might still have almost impossible to judge. Diplomats quote support ranging from 13-20 per cent in the

inside the egg," says one.



last elections, where independent candidates backed by al-Nahda were free to run. While the government keeps a tightly policed clamp on any political manifestation of Islam, however, estimates of present fundamentalist sympathy are anecdotal surmise.

In fact, the government's weapons against political Islam are not merely oppressive. Its championing of women is one attempt to create a powerful social pillar of resistance against what it regards as

"backward" Islamic thinking.
Among other attempts to
attack the possible social
causes of fundamentalism, the ministry of social affairs is also, creating numerous centres of "social service and integration". These are being set up in places of relative poverty and deprivation to nip "delin quency" in the bud and better to understand and address its causes. "In Algeria and Egypt social policies have been left to the fundamentalists," says one official. "That will not happen

But the greatest single weapon, the government hopes, will be economic prog-ress and the delivery to Tunisia's aiready large middle class gible rewards from

the late 1980s, has freed a majority of producer and consumer prices, trimmed subsidies, begun to liberalise financial markets, freed constraints on most imports and courted with increasing zeal foreign investment, levels of which it hopes to treble over the next

three years. it has also begun preliminary negotiations with the European Community, with which Tunisia does almost 80 per cent of its trade, towards a comprehensive co-operation accord to improve substantially on the financial protocols and quota agreements which at present determine its links across the Mediterranem.

The key to its success will lie in achieving its ambitious inward investment target. To keep pace with its growing workforce, Tunisia needs to create more than 60,000 jobs a year - and more if it is to make inroads on unemployment officially calculated at 15 per cent. "This growth is possi-ble," says one banker, "but only through marginal investment, and this can come in sufficient size only from over-

The difficult task for Tunisia's technocratic ministers will be to attract this invest-

lation's increasingly middle class aspirations. For the moment Tunisia competes directly as a low wage economy with its North African neighbours, notably Morocco, eastern European countries and, in some industries, southeast Asia. But, says Mr Nouri Zorgati, the finance minister: We do not want to break records of competitiveness by sacrificing social standards. The government is determined to improve its network of social policies, including, for instance, a minimum wage

which rises in line with infla-tion. At the same time it cannot afford to lose competitive ground to the countries of eastern Europe. To that balancing act should be added, in the minds of many Tunisians, an additional political imperative: that of taking greater steps towards real democratisation while at the

same time allowing the country's press greater freedom. At present, President Ben Ali's ruling party, the Rassemblement Constitutionnel Democratique, holds all 141 seats in the country's parliament and keeps an iron grip on the polit-Talks between Mr Hamed

Karoui, the prime minister,

IN THIS SURVEY

■ Three sessons of Key facts; Map

Offshore banks offer a window on the world; inward investment drive Page 3

future; Bright hopes for

energy Agriculture is reborn;

New source of weelth

from the desert Page I New age dawns in old

town; Covers come off real

■ Women escape Islam's past; The unattractive side of

Editorial production: Roy Tem)

government has conceded the principle of allowing some seats in the chamber to be elected through proportional representation, the rest firstpast-the-post. This, it is believed, could return 10-20 opposition MPs. "The government wants to create an oppo-sition which is both credible, and controllable," says one diplomat, "and that won't be

But some critics in the country believe the government's present efforts will fall far short of creating truly repre-sentative opposition, accusing the government of maintaining a "monochrome" parliament which does an injustice to the sophistication of Tunisia's educated electorate and to the kind of debate over its economic reforms many consider vital. "You can't talk of economic liberalism and continue with political dirigisme," says one critic, who prefers to remain anonymous. "The model of Pinochet-style development is dead."

These critics understand the difficulty of opening up the political system when the chief beneficiary could be Islamic militants. But many argue that the government will be able to carry through the next difficult a more representative parlia-

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THE SUNNIER SIDE OF THE MEDITERRANEAN IS NEVER OUT OF SEASON. JUST 21/2 HOURS CLOSE

TUNISIA 2

SO FAR the gods have smiled upon Tunisia's economic reform programme. Or, perhaps more accurately, rained

Four growing seasons of good rain and correspondingly bountiful harvests have, as much as anything else, helped Tunisia raise GDP by an average of 6.6 per cent a year over the past three years. Further good rains promise also to lift this year's growth above goverument budgetary forecasts of 2.9 per cent.

Tourism receipts have been equally buoyant, rising 34 per cent last year to around DT1bn as the industry bounced back from its reverse during the Gulf war - a rebound which largely accounts for the disproportionately big 8.4 per cent rise in GDP for 1992 over 1991.

But Tunisia's harvests, tourist crop and, indeed, yields from all other sectors of its economy need to be abundant The government, in its eighth and present development plan. has stencilled in an annual average growth rate of 6 per

Tunisia's vulnerability to Europe's economic malaise is evident

cent a year to 1996. Only at that rate, the government estimates, can the economy deliver the 313,000 new jobs the labour market will demand

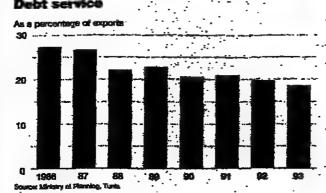
over the period.

That target is ambitious for at least two good reasons. The first is that it must be achieved by export-led growth into the teeth of a recession in Europe which at present swallows more than 77 per cent of Tunisia's overseas sales. The second is that this growth must also come as Tunisia's structural adjustment programme begins to cut more deeply into the softer underbelly of Tunisian industry.

Tunisla's vulnerability to Europe's economic malaise is already becoming evident. Even with 1993's banner growth figures. Tunisia's merchandise trade deficit widened 55 per cent to DT2.1bn: exports rose only 4 per cent against an 18 per cent rise in imports. Already this year, provisional figures suggest exports have risen only 0.3 per cent in the first three months while imports are up 10.2 per cent.

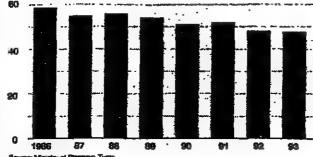
A big surplus in Tunisia's services is likely to offset much of the merchandise trade deficit, with tourism revenues Three seasons of bountiful harvests have helped boost the economy, says Mark Nicholson

Reform programme as right as rain

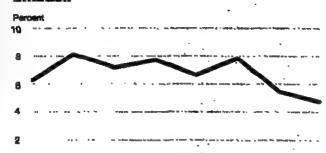








Inflation



in particular expected to grow by as much as 18 per cent. But some western economists believe Tunisia is likely nevertheless to see its current account deficit exceed last year's figure of DT722m in

The weakness of Tunisia's main markets may also have the effect of worsening the damage to its less competitive industries wrought by the con-

tinuing structural adjustment programme, now in its seventh year. "The effect of the reforms would have been quite small had there been no international crisis," says Mr Nouri Zorgati, the finance minister. Unfortunately more firms will be affected than might have been the case - and sadly

above all in textiles". Mr Zorgati reckons that some 10 per cent of the country's hundreds of garment manufacturing companies could be directly at risk as Tunisia continues to dismantle import, tariff and price controls under its International Monetary Fund and World Bank guided reforms. As part of those reforms, the World Bank is to commit a line of credit worth \$100m, to be disbursed through the banking sector, to help alleviate some of the pain among less compet itive companies.

This restructuring process is already well under way indeed, Mr Mustapha Nabli. planning and regional affairs minister, says the process should be almost complete by 1994. Already, he says, Tunisia has freed 87 per cent of pro-ducer prices and half of consumer prices. Some 85 per cent of imports have been freed of restrictions, with the remainder due to be freed by 1994. cut from pre-reform levels exceeding 200 per cent in some cases to an average of 43 per

effects of these reforms are still to come in many cases, and some of the most sensitive barriers remain to be dismantled. For one thing, some western economists calculate that although 85 per cent of imports have been freed from restrictions in total, restrictions have been lifted entirely on only 30 per cent of imports which compete directly with local prod-

Some additional tariff barriers also remain. As a temporary and transitional cushion to some sectors of the economy the government in 1992 introduced a phased and diminishing additional tariff on some goods falling 30-30-10 per cent over three years and disappear ing by 1995. Furthermore, a "temporary" 5 per cent import surcharge introduced to help cope with the economic shock of the Gulf war remains in

Nevertheless, there is no question either of the government's resolve to push through the full gamut of liberalising reforms, albeit at a pace which it feels it can politically afford. or of its success in managing those reforms already under-

8.37m (1992 estimate) Zine El-Abidine Ben Ali Head of St _____Tunisian dinar 1992: \$1 = DT0.88590 ECONOMY 1991 Total GDP (Star 12013 13.25 Real GDP growth (%). 1,461 1,639 GDP per capita (DT). Components of GDP (%) 62.1 63.4 38.7 -45.0 44.9 imports. (% change pa)
Unemployment (% of lab force)
Pasilo sector debt as % of GDP. 5.5 15.8 26,7 Reserves minus gold (DTm). 852 -527.3 4,744.7 Current account bal (DTm) -662.35,311.9 5,392 6,173 imports (DTm) Trade balance (DTm) Main trading partners 25.1 19.5 Imports 26.0 (1991, % by value) 17.4 16.3 6.2

KEY FACTS

taken. Subsidies, for instance, have been trimmed substan tially from around 3.3 per cent of GDP two years ago to a little over 2 per cent. Further cuts in basic subsidies are being exam-

Maghreb Aral

On the revenues side, the introduction at a stroke in 1988 of value added tax, combined

Tunisair is one of the state interests potentially under the hammer

with a complete overhaul and rationalisation of income and corporate taxes has seen the tax take rise considerably from \$400m in 1991, for instance, to \$590m in 1992. Top marginal tax rates were cut on income tax to 35 per cent from 68 per cent, and on corporate tax also to 35 per cent from 45 per cent, but the coverage increased substantially while

in the words of one banker. making the whole tax structure "brilliantly clear".

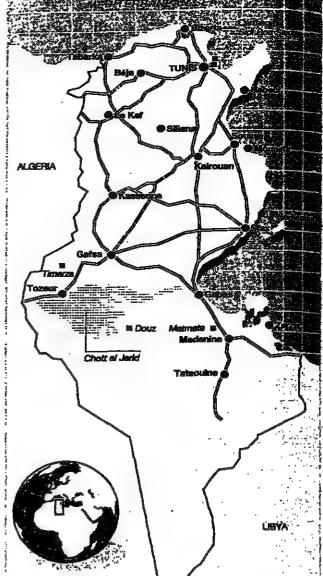
71.6

3.8

76.0

The budget deficit, as a result, has slimmed from 3.9 per cent of GDP in 1989 to an expected 2.3 per cent this year. The figure is expected to fall by 1992, the end of the present plan, to 1.2 per cent. As another measure of the government's disengagement from the economy, the government's budget as a share of GDP has failen from 40 per cent in 1989 to 35 per cent this year.

A privatisation programme has begun with the sale of more than 40 state-held interests, although the World Bank and DAF are understood to be pressing the government to accelerate the process. Among the bigger state interests potentially under the hammer Tunisair, the national carrier. However, Mr Tahar Hadj Ali, the transport minister, says that for the time being the



sale of up to 10 per cent of the airline's stock is being "prudently considered".

The one area where perhaps most remains to be done is in the development of Tunisia's banking industry and, more broadly, of its capital and financial markets. The latter, at present, extend little further than the interbank market and the country's small bourse, on which only 16 companies are

traded. The financial system has been given a considerable shake-up under the post-1987 administration, to clear away many of the dirigiste cobwebs accumulated under the more collectivist Bourguiba regime.

Central Bank controls on bank credit and investment licencing have been removed. interest rates have been largely freed to the market, bank lending rates liberalised with a fixed margin but no ceiling on maximum rates. All remaining lending and deposit rate restrictions are set to go next

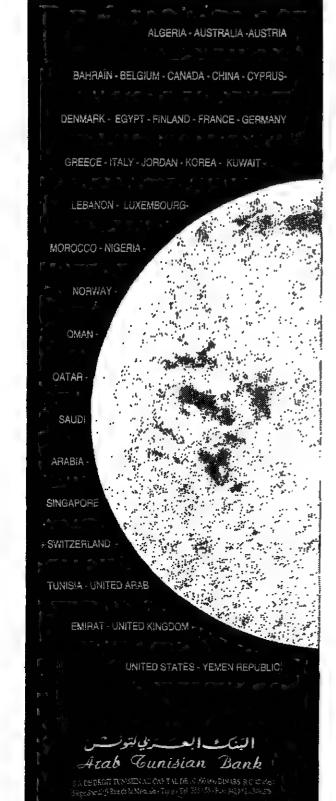
But the country's numerous domestic banks, many of them laden with bad debts to companies of dubious competitiveness, still have far to goalmost certainly by way of mergers, recapitalisations and restructurings - before they will be at ease in Tunisia's fast-opening economy



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To it

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TUNISIA 3

if one is compiling a list of the world's tax havens and offshore banking centres. But it is at least 17 years since the first offshore banks opened for business in Tunis, and the tax advantages are the equal of

Bahrain, Cyprus, the Channel Islands, for instance. So why is Timisla so little known? The question baffles some ministers, who argue that Tunisia not only offers all the usual offshore banking perks, but good infrastructure, close proximity to southern Europe, a highly convivial and congenial lifestyle and more

besides. Yet, there are only six

offshore banks established in

⊕ ⊕_{ar}

ques

cement.

the foul

ion, the ment of most of its better-known peers:

TUNISIA does not leap to mind

Tunis. The matter also puzzles some of the bankers. They believe part of the answer is government reluctance to sell Tunisia hard. "The government wanted to be able to give everything possible to foreign investors into the country, through the offshore banks," says one banker, "but without attracting any of the negative aspects associated with tax havens

NOTHING is more vital to Tunisia's economic ambitions than substantially raising levels of direct foreign invest-

elsewhere.

In this respect, Tunisia is being ambitious. To succeed in keeping GDP growth at a real 6 per cent a year until 1996, the end of the present development plan, the government has set itself the target of tripling inward investment, outside the hydrocarbons sector. from around \$70m disbursed a year to at least \$200m.

Only growth at that pace will create the additional 5,000 to 10,000 jobs a year needed to accommodate annual entrants to the workforce. And, in the view of many bankers, only foreign investment in export industries can generate this.

There is nothing new about Tunisia's investment drive, which began in earnest during the early 1970s when a previous government encouraged the creation of "non-resident" exporting companies through tax incentives and foreign

exchange privileges. But with the arrival of President Zine al-Abidine Ben Ali and the post-1987 changes with its attendant flurry of liberalising economic reforms, came a change of gear.

Mark Nicholson considers whether the country will emerge as North Africa's natural banking centre

Offshore banks offer window on the world

Tunisia's offshore banks are there, essentially, to serve the Tunislan economy, runs this view. And for a host of largely external reasons, the sector has never quite fulfilled the more global ambitions held out.

Bahrain had comfortably wrested Beirut's mantle. Offshore banking there was fuelled both by the surge of petrodollars to recycle and by the need to finance Saudi Arabia's voracious appetite for for it by the government expansion. Tunisia, out on a

limb from all that and without

an equally dynamic regional

Maghrebi economy to compete,

began to lose some of the early

arrivals - Bank of America

closed down, Banco de Brazil,

National Bank of Abu Dhabi

Tunisia's remaining offshore

banks settled thereafter into

their present role as the lead-

ing financial intermediaries for

foreign investors. For a largely

and others followed.

The sector has never quite fulfilled the more global ambitions held out for it by the government which passed Tunisia's first offshore banking law in 1976

which, in 1976, passed Tunisia's first offshore banking law. This law, as much as anything, aimed to offer a Tunisian shelter for fugitive banks and capital fleeing the civil war which was to end Beirut's primacy as the Arab banking centre of the 1960s and early 1970s. And, at the time, some 12 banks arrived, including Citibank and Bank of America. Within a few years, however,

inward-looking local banking system, spawned from the dirigiste economy of the 1960s and screened from the outside world by the central bank, the offshore banks offered a window on the world.

They, alone, were legally entitled to offer exporters established as "non-resident" companies, but manufacturing out of Tunisia, hard currency transactions without prior approval from the central bank. They also tended to lead the way on trade finance. But the size and scope of the offshore banks came to be tied directly to the fortunes of Tunisia's economy.

Several banks carved out particular niches. Very broadly: BEST bank, a joint venture between the central bank and the Albaraka group. encouraged Saudi investment in Tunisia; North African International Bank focused on

sury operations, in particular with Maghreb currencies; and Tunis International Bank developed private banking, trade and investment finance.

Both BEST and Citibank also evolved onshore operations. These are permissible under laws permitting offshore banks to deal in local currencies to the value of equity investments they have brought into the country. BEST bank, for instance, reckons on having brought in \$200m of such investment and has created an onshore dinar operation accordingly, within a further ceiling which permits offshore banks to take dinar deposits only up to 1 per cent of total

estic deposits. But there is soon to be an erosion of the offshore banks' most distinguishing feature their privileged position as for-

Tunisian-Libyan trade finance; eign currency intermediaries. Citibank took a lead in treaintroduce current account convertibility of the dinar earlier this year now means that foreign currency transactions for import and export deals can be transacted without prior central bank approval, merely sub-

> sequent notification and harbour the greater part of As the government moves towards full convertibility, pencilled in for 1996, the local banks will be increasingly exposed to direct international dealings and differences between the local and offshore banks will diminish accord-

ingly. This, at least, is the hope

and, indeed, the cue for the

offshore banks' next role.

soon to be eroded as the dinar becomes convertible Tunisia's best bankers. As the country begins to develop its embryonic financial markets and accelerate its drive to attract inward investment, the offshore banks are positioning themselves to expand their products, particularly in investment and merchant

This will be, primarily, as

the catalyst for the regenera-tion and internationalisation of

Tunisia's still underdeveloped

banking sector. By virtue of

their previously exclusive

international experience and a

small salary premium over

local banks, the offshore banks

Their most distinguishing feature - a privileged

position as foreign currency intermediaries - is

banking. The process is about to receive a small fillip in the

shape of Arab Banking Corporation's arrival as a fullyfledged offshore bank. The Bahrain-based bank's representative office of some years standing has won approval for offshore status and the bank is aiming eventually to add onshore facilities. ABC, which already has an office in Tripoli and is seeking another in Casablanca, is the biggest international banking arrival in Tunis since the seventies.

It is unlikely to herald a new era for Tunisia as an Arab banking capital to rival Bahrain. Local bankers point out, for instance, that Tunisian banks are almost without direct representation in the country's main trading markets and have some way to go before they can aspire to that. ABC's arrival, however, and, more particularly, the government's clear determination to kick-start the financial sector nevertheless suggest that, should the Maghreh countries succeed in putting their professed ambitions of economic union into more effective practice, Tunis will emerge as North Africa's natural banking

Mark Nicholson examines how the country is selling itself to the world

Inward investment drive is being stepped up

controls have been dropped or relaxed. Investment licensing has been abandoned. A ministry of co-operation and foreign investment has been created to centralise the government's sales pitch. And early this year the government took the first steps towards making the dinar convertible,

The government has taken the first steps towards making the dinar convertible

introducing current account convertibility for imports and

The government's next, imminent, step will be to produce a unified investment code to replace separate sectoral codes covering manufacturing, services, tourism and agriculture - "at the moment we're confronted by a library of texts," says one

is substantially the biggest draw for foreign investors, will remain in place. "We are producing a consist-

ent and coherent institutional environment," says Mr Mustapha Nabli, planning and 200 regional development minis-"We want to end changes in the environment. We're saying, with this code – that's it." The new code, which Mr Nabli says should be finished and in place by July, also aims to cover areas, like transport and education, not previously covered by any sectoral code. It should also encourage regional development and. particularly, add incentives for investment bringing technology transfer.

However, the new code is unlikely in itself to offer a particular incentive in a country which foreign investors say has always offered a clear, efficient and systematic institutional framework for investment. Tunisia's main seiling points will remain its political

Inward Investment

stability, its proximity and good access to the EC market, and its cheap labour costs. This combination has been

87

rewarded by a steady flow of Italian, French, German and Belgian investment, notably in tourism, textiles, leather goods, and electrical and mechanical products. The resulting growth in tourism and textiles is particularly marked. There are, fo

instance, now more than 160 separate German manufacturing investments in Tunisla, covering companies employing

Tunisla's total exports in 1992. The textile sector could receive a further, considerable boost should the board of Sara

22,000 people. Exports of tex-

tiles and leather products to

Europe alone, to illustrate fur-

ther, made up 41 per cent of

Lee, the US clothing and foods group, decide this month to proceed with a possible \$60m investment in a spinning and weaving plant in Tunisia. The chief rival for the proposed investment appears to be Morocco, which has been lobbying hard to bring the US group to its corner of North

Indeed, all such major commitments from multinationals are likely to be increasingly hard won. Moreover, Tunisia's retention of keen competitive advantages against its immediate neighbours, the countries of eastern Europe and the former Soviet Union and the Asian "tigers", is likely to pose the greatest challenge to the government over the next few years, committed, as it is, to increasing, at the same time, a politically vital set of social policies.

On sheer wage costs, Tunisia remains competitive. A recent report by the Tunislan-French Chamber of Commerce quoted findings that Tunisia was a substantially cheaper place to make some garments than Poland, Portugal, Turkey and Hong Kong. Nevertheless, unlike many

of its rivals. Tunisia maintains a minimum guaranteed industrial wage which is subject to s in line with prospec tive inflation. "Tunisla is still

Wages are competitive but, unlike those of many rivals, will rise with inflation

competitive," says one German industrialist. "But they have to pay attention." Some foreign investment

agencies are watching closely. for instance, the development of the new investment code. Among the measures under discussion is the granting of a 10-year tax holiday for new manufacturing enterprises but this would, in fact, be

something of a disincentive given that most present invest-ments are granted an indefi-

"We can understand that the government wants to make the code as economically beneficial as possible for the country," says a German investor. "But it has to remain as profit able as possible for us."

The Tunisian government is hoping, however, to move beyond the simple appeal of low wages and emphasise instead the relatively high education of Tunisians. Workers are not just productive here, they have shown they can also produce high

quality," says one diplomat.
While the country is scarcely going to turn down further investment in, for instance, textiles, it would rather see companies look to Tunisia to develop higher technology products, service industries or computing and soft-

"Tunisia cannot count on remaining a low-wage economy," says Mr Nabli. "The level of living here is continually rising and our competitive strengths changing. We need above all for our economy to absorb more sophisticated



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IV

HATEVER the map suggests, there is liftle doubt to which regional bloc Tunisia belongs economically. Last year Tunisia bought 71 per cent of its imports from the EC, to which it sold 77 per cent of its exports. The respective figures for trade with its Maghreb neighbours were 3.6 and 7.9 per cent. And much of that was with Libya.

For these commercial reasons alone, Tunisia's forthcoming negotiations with the European Community on a fresh co-operation accord are likely to overshadow whatever diligent efforts the government may make - and recently has certainly been making - to create something meaningful out of the four-year-old Arab Maghreb Union (which embraces Mauritania, Morocco, Algeria, Tunisia and Libya).

But Europe is Tunisia's touchstone near-neighbour for cultural reasons, too. For all its religious distinction, Tunisia is a deeply Mediterranean country and the aspirations of its swelling and sophisticated middie classes are little different from those of its neighbours on northern shores, "It is very important for Tunisia, and particularly for the government here, to feel itself a south European rather than simply a north African country," says one diplomat

For these reasons, therefore, Tunisia and the EC look set to tie their knot more tightly by negotiating onwards from the financial protocols which have guided relations between the two since 1977 to a fuller accord. "We want to enlarge total collaboration," says one foreign ministry official. Because we are condemned to live together, we want to make sure we do so as happily as

By the end of the fourth and It is very important for

Tunisia, and particularly for the government, to

feel itself a south European rather than a north African country

latest Tunisia-EC protocol in 1996, the community will have provided direct aid in the form of grants and credits worth around Ecu743m (\$899m). A clutch of additional agreements have also been reached. covering co-operation in science and technology, the environment, telecommunications. energy and many other areas.

But most important for Tunisia will be the negotiations on trade. Eventually, both sides want to see the creation of a free trade zone between the EC and Tunisia, but in Tunisian eyes this is a long way off and much needs urgently to be negotiated well before then. Under the most optimistic



Mark Nicholson discusses trade relations with Europe

Mapping out an EC future

the country will be in a sufficlently sturdy economic state to offer fully free trade with the EC only by about 2010. Under the format for the negotiations, four rounds of "exploratory conversations"

have now been concluded to establish the basic technical issues covering an eventual accord. Pending a mandate from the council of ministers. negotiations are likely to begin at the start of next year on a text which, with luck, could be

Francis Ghiles examines the future of the oil and gas sector

ratified by the Twelve and in place by 1996. The EC is following a paral-lel course already in talks with Morocco and hopes to add Algeria to the process as soon as its political stability will allow. A bloc-to-bloc approach

from the EC to the Arab Maghreb Union has been a non-starter for several reasons, not least among which is Libya's continued diplomatic isolation over the Lockerbie

But although both RC offi-

year the present EC quota cials and their Tunisian counterparts consider overall relations to be excellent, mutual understanding high and the will to reach an accord clear, there are some very tough talks ahead. To begin with, say Tunis officials, the EC will have to stump up considerably more aid if it is to help put Tunisia on a steady enough economic footing to consider opening its economy further to EC goods. "There's a heavy

The thorniest issue between the EC and Tunisia will be trade, particularly in agricultural products, and most particularly, olive oil

price to pay and an effort to make," says one official. "We'll make the effort, but the community must help us to pay." The thorniest issue, however, will be trade, particularly in agricultural products, and most particularly on the issue of olive oil - Tunisia's most important agricultural export. At present, Tunisia is permitted a quota of 46,000 tonnes of

which expires at the end of this year. A fresh transitional agreement covering 1994-1995 is under discussion now, and Tunisia is insisting on a quota of at least 80,000 tonnes. By Tunisian standards that

is a modest request. In a bad

olive oil under an agreement

would account for less than half Tunisia's olive oil crop, in good years, like 1991 92, the country produces 270,000 tonnes. Furthermore, agriculture is one of Tunisia's most important employers accounting for perhaps 40 per cent of the workforce and environmentally vital crops Olive trees are among the country's best defences against desertification. But olive oil is also a key

crop for almost all southern BC states, particularly Italy, Portugal, Spain and Greece. As a result, the present quota looks likely to stay more or less in place, pending agreement on the wider accord. "The Tunisians are saying to Europe open up your olive oil market and the Europeans are saying open up all the rest of your markets first. Neither can happen immediately," says one

diplomat. " However tough these interim talks prove, though, Tunisian officials are quietly confident of the eventual outcome. The "pragmatic march of Europe". in the view of one senior official will soon extend it across the present Efta countries and many in eastern Europe. "Eventually," he says, "membership of Europe will be a question of purely economic rather than geographical crite-ria. At that point we will inevitably be part of a broader

■UNTSIA is, by Middle Eastern standards, a verv small producer of oil and gas - 5.19m tonnes of oil last year and 231,000 tonnes of oilequivalent in gas.

However, the royalties, in the form of gas, Tunisia receives from the trans-Mediterranean pipeline that carries Algerian gas to Italy, gives it access to three times as much gas as it produces.

The share of natural gas in meeting the country's growing requirements is steadily

Two factors will ensure that the share of gas in meeting Tunisian energy requirements continues to grow. First is the doubling, over the next five years, of the volume of Algerian gas Italy has contracted to buy, which spells a doubling of royalties to Tunisia; second is the development, by British Gas, of the Tunisian offshore Miskar gas field, the production of which will meet domes-

Bright hopes for energy The last four years have also witnessed a surge of oil exploration and development as more international oil compa-

nies are attracted by the favourable environment Tunisia offers, including tax incentives, stable government and pleasant living conditions. Conoco's senior director of exploration, Mr Alfred J Boulos, said recently: "Tunisians

are intelligent and worldly wise, listen to reason and logic and take positive steps when-ever justifiable." Such words well describe senior oil gas officlais, be it in the state companies or in the ministry of economic attairs.

In the middle 1980s, such people were faced with having to meet rising domestic energy

consumption when production from the country's two leading oilfields, El Borma and Ashtart, was declining. Consumption looked as if it might overtake production. New legislation was introduced in

1987. In particular, faster costrecovery in royalties starting as low as 2 per cent were simed at promoting the development of low- and mediumsized fields that had been discovered but not exploited in the decade or so before. After five years of decline, production picked up in 1989

and has grown modestly but steadily ever since. The past two years have been marked by three important developments. The annual number of new wells drilled on and offshore has increased threefold to 22, the figure of investment by foreign oil companies doubled over the same period from \$70m to \$140m. The aim is to keep drilling activity around 20 annually to the end of the decade. Despite the rising consumption of energy, the increased exploration activity has just about maintained a ve to production, at current levels ratio, of about 12

The second important development was the agreement in December 1991 between British Gas and Enterprise Tunislenne d'Activites Petrolieres (ETAP). whereby the UK company decided it would spend \$580m developing the offshore Miskar gas field. This field was discovered 15 years ago by the ited by British Gas when it bought the US company Teneco in 1988. Among the reasons that made a gas field interesting in 1991 - when it was unattractive to develop in the mid 1970s - were the fast development of Tunisia's domestic gas requirements. Gas today accounts for between 17 and 33 per cent of the country's energy requirements, depending on how com-petitive its price is with heavy fuel oil to fire power stations. The construction of combined cycle power stations, which produce electricity from gas, is

increasing the need for gas. The Tunisians did much to lure British Gas. As production

Gas consumption by origin

Mulion tennes of oil equivalent Algerian gas 1...

from Miskar will be too modest for export purposes, British Gas has been guaranteed the sale of all the gas it produces to the Tunisian domestic market. The gas will be paid for in hard currency and British Gas will be allowed to transfer profits out of the country. Further advantages include royalties which, since the law was

changed in 1985-7, are now cal-

cent or as high as 15 per cent depending on the profitability of the operation. Tunisian flexibility has proved worthy of the country's Carthaginian Meanwhile, the 10th anniver-

culated on a flexible basis.

They can be as low as 2 per

sary of the trans-Mediterranean gas pipeline was celebrated last month.

throughput capacity of the pipeline is being doubled to 24bn cubic metres and the work will be completed this summer.

has become a central feature of the energy policy. Tunisia's reputation, and for that matter Algeria's, has been enhanced by the complete absence of disruption to the gas flow since operations - started in .. 1983. There have been no disputes on tariffs or prices. No political dispute between Tunisia and Algeria has marred the operation. The seller has succeeded on more than one occasion in altering the price formula, but the flow of gas has not been interrupted.

The doubling of the Trans-Mediterranean is a vindication of the security of supply. It has proved a key factor in helping to launch the western trans Mediterranean line, which will carry Algerian gas to Spain across Morocco and under the Straits of Gibraltar.



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TUNISIA 5

A QUIET revolution is afoot in the Tunisian countryside. Production of a wide range of foodstuffs - cereals, olive oil, fruit, vegetables, meat and dairy products - is increasing. The variety and quality of produce on offer in local markets and for export is growing.

Four consecutive years of good rainfall have played their part. But so have government policies, which in recent years have lent greater support to farming than at any time in

the past 30 years. Several factors lie behind what amounts to a rebirth. Long-standing efforts to improve farming techniques have borne fruit.

A MAN AND AND THE STATE OF THE

■ Considerable efforts have been made to mobilise water

Life on the land is less harsh than before, thanks to improved roads, electricity and hetter access to education and health in remote areas. ■ The state is divesting itself

of some of the land it has held since French farms were "nationalised" in 1964. These

500,000 hectares of state land tial in a country whose are among the richest in Tuniresources are scarce and which suffers drought at regular Wheatfields in Tunisia no

longer sprout poppies, which The state has given strong made them attractive to visibacking to efforts to build tors in the spring but dams. In recent years, howsuggested low yields and poor ever, small earthenware dams have been promoted, which are use of the latter has proved a cheaper and easier to build and play an important role in arresting soil erosion. Erosion remains a serious problem that is being addressed in a number of ways, notably the planting of fruit trees in northern and central Tunisia and the renewal of the vast olive key factor in improving yields and overall quality. Farmers groves – the olive tree remains

> Life in the countryside is also improving for those who till the land. For more than

the best instrument to stop the

advance of the desert in cen-

tral Tunisia

dence life in the towns, with access to good facilities in edu-cation and health and subsidised food, was more attractive than tilling the land. As Tunisia liberalises its economy, allowing the price of foodstuffs to rise and gives farmers a better income, that balance is

Francis Ghiles reports on a quiet revolution under way in the country

Agriculture is reborn

slowly shifting. The leasing over the past three or four years of 100,000 hectares of some of the best land in the country, for up to 25 years to private investors, is introducing more capital intensive and modern crops to the land. These leases are renewable and joint ventures with foreign companies are being actively promoted. During the socialist experiment in the 1960s, these state domains were badly mismanaged. Then,

surplus oil because its annual

export quota to the EC is only

46,000 tonnes. Nearly 90 per

cent of Tunisian exports go to

EC countries. Italy alone

absorbs more than two-thirds

of Tunisian oil exports to the

EC. Tunisia pays a tariff of

Ecu5-10 per 100 kilogrammes

of olive oil, compared to

ECU55 for Morocean and Turk-

ish exports, for which there is

The glut of olive oil which

followed the 1991-1992 crop

has made life exceptionally

difficult for the Tunisian

Office National de l'Huile,

which has a monopoly on col-

lecting olive oil in the country

and manages virtually all

exports. World production last

year reached a record 2.2m

tonnes, as all Mediterranean

the prices producers could charge were frozen, basic food-stuffs increasingly subsidised. The domains being leased can be large, such as a 1,000 hectare domain at M'Raissa, where Shell, in partnership with private Tunisians, is growing seedless grapes for export. Other domains have been split into smaller units with leases often granted to agricultural engineers who are growing crops new for Tunisia - winter strawberries and melons, asparagus and mushrooms. Some are raising rabbits, an unheard of activity here until recently, which find ready markets in the many hotels along the coast.

The current improvement can be traced back to the reforms aimed at liberalising



try's economy introduced in 1986. Prices paid to producers have, since then, improved 40 per cent on average. The cost of inputs has also shot up; fertilisers by 60 per cent, seeds a more modest 25 per cent and water 9 per cent annually. As subsidies on basic foodstuffs are reined in, the result is that resources are being reallocated towards a key sector of the economy in more rational fashion. The results are visible.

In 1991-1992 Tunisia enjoyed positive food balance for the first time in two decades. Barley and hard wheat are in surplus, though a deficit remains in soft wheat. The amount of rainfall still dictates the size of the cereal crop, which can vary from 300,000 tonnes to 2.4 million tonnes. In a good year, foodstuffs account for 10 per cent of all imports, a figure that rises sharply in years of drought.

Some sectors have not followed the progress of others. Vineyards have suffered until very recently from under investment. A few years ago Tunisia nearly ran short of wine during the summer season - a Moslem country

importing wine would have

the authorities. Had joint ventures with foreigners been encouraged earlier. Tunisia today could be exporting high

quality wines.
Olive oil presents a unique difficulty, as the European Community imposes quotas. Italy is not shy when it comes to mixing Tunisian olive oil with its own and selling it as Italian oil. The production of olive oil is the main source of income for 100,000 families and helps provide income for 1 million people overall. It also helps the environment - olive trees are the best way of preventing erosion.

Two constraints, however, hamper the further develop ment of farming. First is the ever-growing fragmentation of ownership, with 80 per cent of all farms boasting 20 hectares or less. The result is often poorly capitalised farms and a major brake on progress. The other constraint is age - the average Tunisian farmer is over 50. This weakness can to some degree be remedied if farming in the newly leased state domains is made more

As Tunisla is ever more self-sufficient in many products and seeks to export more food it is confronted with new difficulties. EC quotas are one but also the lack of regular high quality control, the backwardness of packaging and marketing methods. The next battle will be fought on these

The 55m olive trees in Tunisia occupy one third of all arable land, writes Francis Ghiles

Oiling the wheels of the workers

THE olive tree has been a source of wealth, a symbol of peace and prosperity since Mediterranean. In Tunisia, olives were grown well before Carthage was founded by Queen Dido in 814BC and the very name Zaytuna Mosque, which dominates the old medina of Tunis and houses one of the oldest Islamic universities in the world, means "olive tree". The production and trading of olive oil remains a quintessentially Mediterranean phenomenon.

Some olive oil is produced in Argentina and California but Italy, Spain, France, Greece and Tunisla - the fifth largest producer - account for the bulk of the 1.7m tonnes produced in the world every year. Of this figure, 75 per cent comes from southern Tunisia, with 7-10 per cent, erated by the clive oil industry

Jordan, Morocco and Turkey. Three sets of figures underline the central importance of this sector to the Tunisian economy. More than one third of all farms in the country derive more than half their income from the production and sale of oil; nearly 1m Tunisians draw part of their income from the same source. Between 1987 and 1992, olive oil accounted for 8 per cent of the value of all Tunisian

use of fertilisers. The growing

The olive tree remains

the best instrument

to stop the advance

of the desert

are also mastering irrigation

techniques, at a time when the

amount of land under irriga-

tion is growing fast. Improving

their mastery of water is essen-

exports and 42 per cent of the value of exports of foodstuffs. The 55m olive trees the country boasts occupy one third of all arable land, notably in the arid central provinces around the city of Sfax where the poor soil could not accommodate other crops; the trees also provide one of the best means of fighting descrtification. A further advantage is that the number of jobs gen-

the cities. The production of olive oil does, however, fluctuate strongly from 50,000 tonnes in years of drought to 270,000 tonnes in exceptional years such as 1992. Domestic con-

All Mediterranean countries recorded a bumper crop, something which occurs once in a generation

sumption accounts for about

40,000 tonnes annually. The balance of requirements, about 110,000 tonnes, is made up by importing much cheaper sunflower and colze oil. Olive oil is four times as expensive as the mixture of olive and sunflower oil most Tunisians use for their daily requirements. Tunisia cannot export all its

countries recorded a bumper crop, something which occurs once in a generation. Tunisia's record crop was not simply the result of excellent weather conditions but because of the improved farming methods and replanting of olive trees encouraged in recent years. Producers have also been encouraged by the National de l'Huile which have

> increased by half since The office has been obliged to stock olive oil and has been forced to borrow from Tunisian banks at market rates. Since 1990, the office no longer enjoys access to subsidised loans, part of the overall pol-icy of rationalising economic management. Private companies have begun exporting olive oil but the main burden of selling abroad still rests very much with the office.

The reason why Tunisia cannot gain a bigger quota with the EC concerns the subsidies EC members are allowed to give their own producers of olive oil. Subsidies are extended to primary producers

and to the olive oil processing industry.

Subsidies for the export of olive oil outside the EC are equivalent to 50 per cent of the value of exports and the EC has even started promoting the consumption of olive oil in such far away markets as Japan and Australia. Italy is also widely believed to provide bogus figures for its own production of olive oil. It imports Tunisian oil which it re-ex-ports under Italian labels, notably to the US.

In its annual report for 1991, the EC Court of Auditors criticises the manner in which subsidies to the olive oil industry are distributed within the EC and suggests it is "unreliable". It also criticises the manner in which the International Olive Oil Council, which was set up in 1986, is managed. The EC provides 74 per cent of the budget of the Olive Oil Councii. The EC Commission, however, has rejected such criti-

The difficulty the Tunislans have in exporting more of what, for them, is a vital crop, illustrates the conflict of interest between Maghreb and southern European countries which centres on foodstuffs duced on both shores of th Mediterranean. But Tunisian officials argue that if the real figures of EC production and subsidies were available, their country would be able to gain an increase in its quota with-out damaging the interests of EC producers.

The broader question is whether it is morally justifiable for the EC to close its eyes to certain practices among its own members and at the same time limit imports from countries in North Africa who desperately require funds for projects aimed at stopping the advance of the desert and halting the exodus from the

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Francis Ghiles on the challenges of developing the southern provinces

New source of wealth from the sands of the desert

DEVELOPING THE southern provinces of Tunisia - running from the Algerian frontier around the Shott El Jerid, the saity flatlands which, during the hot summer months turn into a hard salty crust stretching for miles, to the port of Gabes, opposite the tourist unique challenge.

The western provinces of Tozeur, Gaisa and Kebili traditionally belong to the bled siba. the land of dissidence whose inhabitants led a nomadic life until the 1960s and seldom paid taxes to the rulers in Tunis.

Though often illiterate, the inhabitants of the Jerid and Nefzaoua region south of the Shott had a rich tradition of urban life and boasted one great source of wealth, the deglet nour or date of light. considered by connoisseurs the

During the past few years

source of income but, even more important, is the development of truit and vegetables such as melons and tomatoes. which are grown in greenhouses using the many local hot water springs and whose produce can be shipped to Europe between mid-November and mid-May when no EC quotas or tariffs impede their

If not carefully managed, however, the fast development of such crops and the spread of new hotels could seriously threaten the environment and the balance of human resources of a fragile desert

The new face of Tunisian agriculture can be seen near Gabes, where a Tunisian agricultural engineer, Mr Nejib Zarrouk, has established a joint venture with a group of French businessmen who grow

melons near Chinon in the Loire valley and market them through a company called Derby. Half the DT1.7m capital. of which DT500,000 is so far paid up, is provided by the so-called Beregovoy line of subridised credit and administered in Tunisia by France's Caisse

An ambitious deep water drilling programme has revealed undreamed of riches in water

Centrale de Cooperation, the rest is spread among Tunisian banks, most notably the Tunisian Saudi Development Bank,

A long lease for the necessary three hectares has been secured from the Tunisian state and in 1992, the first year of activity, 220 tonnes of tomaquality melons were exported to France. Figures will more than double for the second season ending in May.

The Chenchou success story is a pointer to the future as the Tunisian state is leasing an ever growing surface of its 500,000-hectare domain, foreigners are allowed to invest in land and bright young Tunisian engineers are keen to

start up their own business.
Thanks to an ambitious deep water drilling programme financed by the Gulf states and Saudi aid, undreamed of riches in water have been discovered. As the standard of living increases and more people establish irrigated crops, the authorities face two problems. The first is how to control irrigation schemes that are increasingly set up without permission, the second is how to drain water after it has been



In traditional oases the date palms and the fruit and vegetable which grow below were set up on slopes to allow the water to drain away. Faulty drainage can have a lethal effect as it allows salt to accumulate, a sure way to sterilise the land

and kill date palms. Ensuring proper drainage essential, particularly at the 1,152-hectare oasis of Rjim Maatoug, a new oasis being created west of Kebili and financed by EC aid worth DT15m, Italian aid worth DT7m and DT10m worth of Tunisian funds. The high cost of the Rjim Maatoug project is justified in terms of the broader security of an area close to the Algerian frontier. When completed, the project will help settle local nomadic tribesmen. The project is being managed by the army, together with civilian authorities, a

combination that in the harsh

and difficult to reach surroundings appears to be working

The fast development of tourism poses a different challenge. Quite apart from the danger of spoiling a unique landscape with hotels whose style jars surrounding build-

The skill of scrambling up date palme le fast disappearing among young boys

ings, hotels attract labour away from farming and that means essentially looking after date palms. This is a very labour intensive and skilled job. The palms must be indi-vidually pollinated by hand, the dates hand-picked. The sight of young boys scrambling up date paims may be picturesque. Such skills, however,



are becoming less available, but essential for future crops. work in hotels. A further challenge is to improve the marketing of dates abroad. Despite the high quality of the deglet nour, half the dates the Jerid produces are marketed through a few traders in Marseilles, depriving Tunisia of direct access to many markets. Packaging is way behind modern international standards. In other words, Tunisia lacks access to further afield are less disdaina good international distribuful of such jobs. tion network. Dates are the

do not compete with any EC equivalents. Many older cases have been virtually abandoned, their intricate foggara water channels ill kept, if not abandoned. Inhabitants of such remote

kind of farm produce from

which the country should be

earning good foreign income.

They are labour intensive and

in the mountain pasis of Tamerza due north of Tozeur. the only local baker refuses to deliver bread to the Tamerza Palace, a hotel which opened last year. On Sunday he remains closed forcing the hotel to send for its bread 20 kilometres away in Redeyer. People from Tamerza show no interest in jobs provided by the hotel, but small settlements

Developing this remote area of Tunisia presents a unique set of challenges. Three constraints, which are intimately related, touch on water resources, human skills and the environment. They must be taken into account if serious damage is to be avoided. Mistakes here carry a heavier price than in the more temperate northern or maritime prov-

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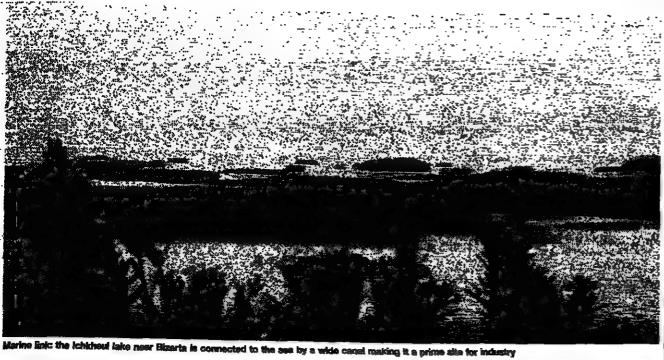
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FT SURVEYS



A fresh generation is coming of age in Bizerta, says Francis Ghiles

New age dawns in old town

that the port and other indus-

trial facilities, many still

unused. Which dot the town

and the shores of the large

inland lake behind Bizerta

connected to the sea by a wide

canal - offer prime industry

sites. A free trade zone, an idea

which appears to make sense,

both because Rizerta is strate-

gically placed between the

sastern and western Meditorra-

nean and because Tunisla is

liberalising its economy and

actively promoting foreign

investment, is expected shortly. This zone will be man-

aged by a private joint venture

associating Tunisian and for-

eign capital. A second trade

zone is being set up in the southern port of Zerzis, close

gained independence from France, in 1956, the town of Bizerta was the scene of a bloody battle which pitted General de Gaulle against President Habib Bourguiba, Mr Bourguiha was keen to regain control of the important naval base France had built after it occupied the country in 1881, and which it was unwilling to hand back.

For 75 years, this former privateering port ranked, along with Mers El Kebir in western Algeria and Toulon, as one of France's key naval bases. The town retains most of its colonial architecture, a port dominated by old fortifications, and its old "medina" (Arab quarter). Only four hotels have been built on the nearby corniche - tourism has not ruined

the town. Bizerta was cosmopolitan thanks to the mix of tens of thousands of French army and navy men and officers, Sicilian fishermen, Maitese handymen, a smattering of Greeks and

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White Russian exiles fleeing the 1917 revolution. Unlike Tunisians elsewhere, the people of Bizerta did not have to fight to make a living. Few of them became doctors or lawyers. They did not much care for Mr Bourguiba who did not

bother to hide his contempt. Times are changing and no man could symbolise the new mood better than Mr Mohamed Ben Rejjeb, who was appointed governor two years ago. Mr Ben Rejjeb is a hands on governor, a tireless fighter who seems to be present on every front coaxing people, pushing others, getting Bizerta's needs noticed in the capital which, psychologically, still feels more distant than the 60 kilometres separating the towns.

Three factors explain this awakening of Bizerta and its rich farming hinterland. First, a new generation of "Bizertins is coming of age, well-educated people who want to invest in industry and farming. They have no nostalgia for an age they never knew. They know

to the Libyan frontier. The industrial sector is strong and varied. There is the country's primary oil refinery, steelworks at nearby El Fouled, a string of textile factories - many started in the mid-1970s by German and French companies which import the fabric that is then re-exported sa jeans, shirts and hostery. Expensive "Van Lack" German shirts are made here.

Bizertex manager, Mr Ferinand Terburg, who has lived in Bizerta for 15 years, is looking forward to the company soon opening its third factory in the town. He praises his workforce's standard of education and professional skill, saying that 18 per cent of the 500 women working in the factory are involved in quality check-ing. He feels the political stability Tunisia enjoys, the threeyear agreements negotiated between the trade unions and employers' federation, provide a steady environment where he can work. He adds that government officials are more willing

erta, where Tunisia's leading producer of electrical cables, the Chakira Group, has started production of electrical harnesses for cars in a plant where, until 1986 when it went bankrupt. Renault cars were assembled. The Chakira group already produces harnesses in another factory in Tunisia, part of a joint venture with General Motors.

Other companies in the group are involved in manufacturing printed circuits and high-voltage, medium-voltage and low-voltage power cables. Other activities include manufacturing kitchen equipment such as high-pressure cookers and "Tefal" saucenans. Such a company may be small by international standards but it is symbolic of the internationalisation of the economy. Indeed, it is investing abroad and will this summer start producing electrical harnesses in Portugal and in Egypt.

The region of Bizerta is also attracting investment in farming. Natural advantages include more regular rainfall than elsewhere in the country and good land. Ninety per cent of all arable land in the region is in the hands of private farmers, which means the mismanagement of the vast public domains created in the 1970s out of land expropriated from former French colons has been avoided. What state land there is is being conceded on long

Typical of new farming businesses is the joint venture established by a Tunisian company with one of Italy's largest plant and flower companies, Resteya Italia, whose home base is Treviso, north of Venice. Geranium mother plants are imported to Bizerta in the autumn and cuttings are taken a few months later and rebedded. When they have grown roots, they are flown to region's temperate winter cli-mate and cheaper labour costs than in Europe.

Memories of the Jewish past are being unveiled, says Francis Ghiles

Covers come off real history

EIGHTEEN months after succeeding Mr Habib Bourguiba as Tunisia's second pres-ident, Mr Zine el Abidine Ben Ali paid a state visit to France. All the usual trappings of a state visit were in evidence, the Saint Cyr Coetquidan mili-tary academy which the young officer had attended 30 years earlier. More unusual was the restaurant at which Mr Ben Ali chose to have dinner on his first night in Paris - Chez George de Tunis, Rue Monmartre, is a typically Tunisian Jewish restaurant, of which there are many in this arronement of Paris.

Last September, the chief rabbi of France, Mr Joseph Sitruk, was invited back to the country where he was born. The rabbi was shown round the presidential palace by the head of state in person and the news was featured on prime time television

This gesture marked a break in the arabisme of the past two decades. It brought back memories of Mr Bourguiba's bold suggestion, made in Amman in 1965, that only when the Israelis and the Palestinians sat down together would there be any hope for peace.

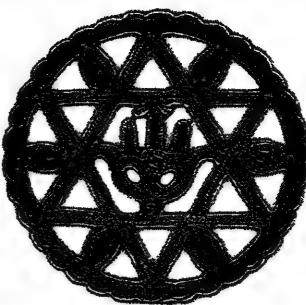
To mark the fifth anniversary of his accession to power last November, the president attended a ceremony where Tunisian history was evoked with a greater measure of since 1956 had Tunisian people been reminded that a majority of their countrymen were Christians until just over 1,000 years ago. The vast majority of this Sunni Moslem country had no idea that Shi'ite Islam had flourished under the Fatimid dynasty which ruled in the ninth and 10th centuries. The menorah candlestick was paraded, a reminder of the more than 2,000 years of Jew-

ish presence in the country. Tunisia's personality is complex, its richness lies in its diversity. Legend has it that the Ghriba synagogue of the southern island of Jerba was built around a stone prised from the eastern wall of King Solomon's temple in Jerusalem after its destruction by Nebuchadnezzar in 586BC. The synagogue, according to another Jewish woman who reached Jerba, carrying a stone in her hand. She became known or the island as al Ghriba, the stranger, who, after living an

The annual pilgrimage held in memory of Rabbi Meir Ba'al Haness and Rabbi Shimon Bar Yochal takes place annually a few weeks after Passover. This year it attracted 2,000 Jews, the largest number in decad

exemplary life, died, leaving no

nant rite in Oman and in the southern Algerian town of



Ghardaia. Ibadites in north Africa are traditionally tolerant, learned and excellent traders. Indeed, hospitality as they practise it is described by the great Arab poet Omar Khayyam as deeply etched on to Jerba - "the clay whispered to the potter who pounded it; aber I was once as you are, do not handle me

History recalls the presence of Jews in Tunisia, notably in Carthage nearly 2,000 years ago. A large necropolis was discovered in the 1970s, probably the burial ground of those Jews descended from others who had taken refuge in north Africa after the second destruction of the temple by the Roman emperor Titus in 70AD. Unlike the events in many

Arab countries after the creation of Israel the Tunisian Jews, who at the time of independence numbered around 50,000 and had acquired French nationality, did not leave the country under duress. Moving to France was natural as that country offered greater oppor-

One Tunisian Jew who did stay and is now a successful businessman is Mr Roger Bismuth, who still lives in the suburb of La Goulette, just outside Tunis, an area which in colonial days was synonymous with Jewish and Sicilian ways

Following the French Great Rabbi's visit, the Tunisian authorities lifted the freeze on funds belonging to Tunisian Jews. That money can now be

spent in Tunisia. Official recognition of the diversity of Tunisian history is taking other forms. The role of the former rulers of Tunisia, the "beys", is now officially recognised. Since the last bey, Lamine, was deposed in 1957, the very memory of their exis-tence had been erased. One of their palaces near Tunis, at Ksar Said, has recently been

All these gestures come at a time when Tunisian leaders are liberalising the management of the country's economy. Foreign investment is being encouraged and some Tunisian entrepreneurs are

now investing abroad. No one expects former Tunisian Jews to come back and settle in Tunisia but they could prove useful relays in marketing Tunisian goods abroad or joining with Tunisians in joint ventures in the land where ries. International marketing is one of the skills which still eludes many Tunisian busi-

Former Tunisian Jews are well established, notably in Paris. Most of them have fond memories of Tunisia - for centuries they shared many cultural values not least music and many business interests. As the Tunisian film, The Man of Ashes, so eloquently showed the cultural symbiosis between the two communities ran deep. A number of Tunisian families played an important role in the struggle for

During the Vichy and the Italian-German occupation, 1940 to 1943, many Tunisian Jews found refuge and help with their Moslem rather than their French brethren. Mr Ben Ali shares such memories of close relations with Jews with many Tunisians. His childhood days were spent in Hamman Sousse during the Second

Closer links with the Jewish community, if they develop could have other beneficial consequences. They could encourage moves to liberalise the economy further. They could force greater transpar-Such links could encourage foreign investment and trade.

greater freedom of expression. Mr Ben Ali's welcoming hand in no way belies his support for the Palestinian Liberal Organisation. The president has said he would be happy to PLO leader Mr Yasir Arafat and the Israeli prime minister. The president's policy might simply help Tunisia recover its memory and thus bring it

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to consider changes to existing rules and regulations than they were a decade ago.

More ambitious plans are Treviso. Similar attempts are being made with artichoke plants which, if successful, Seven hundred of an estimated 2,000 Jews in Tunisia live on the island, happily co-existing with the local inhabitafoot in the farming town of could prove lucrative. Such Mateur, just inland from Bizventures can make use of the ants who belong to the Ibadita rite of Islam which is the domi-



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Francis Ghiles on the role of women in society

Escaping Islam's past

President Zine el Abidine Ben Ali is opposed to granting legal recognition to the al Nahda (Renaissance) opposition party whose creed is Islam - is fear that such a move risks undoing what many Tunisians regard as their country's proudest achievement since independence; the corpus of laws which, in 1956, abolished polygamy and gave Tunislan women rights not enjoyed elsewhere in the Arab world.

The "Personal Status Code" is, arguably, former president Habib Bourguiba's greatest single achievement. It was promulgated the year Tunisia gained independence from France, a year before the new constitution that abolished the

The rights of women were further consolidated last August by the national assembly. In the case of divorce, for instance, custody no longer goes automatically to the husband. Violence against women within the family is punishable, women can request a passport without going through their father or busband and the state helps divorced women to secure ali-

Since 1956 a policy of family planning has been in place. In the early 1960s free and confidential advice and prophylactics were made available to women. Combined with efforts to promote health and education, these policies reduced population growth from 3.2 to 1.9 per cent. The birth rate has declined from 45 to 25.4 per thousand, mortality from 15 to 6.1 per thousand. The illiteracy rate has been brought down from 87.7 per cent to 35 per cent, though the figure is higher among women in poorer

Women are increasingly visible in teaching, medicine, architecture - in factories as workers, engineers, managers and owners. But Tunisian politics remains very much a man's world, despite some remarkable exceptions, including Fethia Baccouche and Hanoun Houda, who are deputies. two secretaries of state and a handful of senior civil servants such as Fayza Kefi, whose presides over the Union Nationale

Most educated women have no lost love for the teachings of radical Islamic groups.

Though al Nahda leaders have said they accept many of Mr Bourguiba's inheritance, women are mindful of the often violent track record of some supporters of the party, notably the throwing of acid in the faces of university students on the campus in Tunis.

History teaches women that radical Islam has not been sympathetic to the idea of equality between sexes or to their presence in public places.

The history of modern Tuni-sia suggests that the emancipation of women has been a key factor in explaining the country's social and economic progress since 1956. Economic progress has pro-

vided a means of emancipation which is far from negligible.

Women are increasingly visible in architecture, teaching and medicine

allowed joint ventures to be established for the first time in Tunisia with offshore tax status, a string of factories set up across the country, giving many young women their first taste of freedom.

The simple act of walking to work a few hundred yards from home, away from the all powerful mother, broke many taboos. These women were not well paid but what little they earned allowed them to build up a dowry and gain a measure of freedom in choosing their husband. Once married, many were able to claim help from the state to buy a flat.

Women have 25 per cent of all jobs in Tunisia, 85 per cent of jobs in industry, 22 per cent of jobs in the growing services sector, 40 per cent of jobs in agriculture, where they manage nearly 10 per cent of all farms. They are present everywhere, seldom veiled, and give Tunis and other major towns a strong Mediterranean feel.

Last year's laws are ahead of the social mores of many Tunisians, yet they also reflect the fast changing attitudes affecting many sectors of society.

panies are created by women, according to Aziza Dargouth, who runs the Cabinet de Prospective Sociale consulting

Hayet Laouni had her first job as secretary in a shipping company. 26 years ago, after training to become a primary school teacher. She now owns and runs Stumar, a company with turnover of \$3m and is active in stevedoring, convey-ancing and forwarding. She concedes it has not been easy for a woman to win acceptance in such a milieu, but as she moves around her office, cigarette in hand, firing orders, inquiring whether a particular container has arrived, the feeling Tunisia is undergoing a quiet revolution is overwhelm-

Sarah Sahdallah owns and runs a porcelain factory, Ibtissem Kamoun has become one of Tunisia's largest producers of ice-cream, Rashida Rouissi exports fruit and vegetables. Scores of others are involved in textiles, ice cream and soft-

Such people would not quarrel with the policy of the Minis ter of Education, the highly respected Mohammed Charfi, who is having references in school text books that men are superior to women and adulterous women be stoned expurgated. The books of Hassan El Banna, the founder of modern fundamentalism, have been withdrawn from schools and public libraries. To western critics of such moves, many Tunisians point out that wealthy Saudis have, for the past two decades, been subsidising the printing and distributing of books offering the most conservative interpretation of Islam. Why should they be criticised for trying to promote more liberal views?

Educated Tunisian women are well aware that some of their sisters support at Nahda. They agree with attempts to liberalise the economy and are convinced economic growth and a more broadly liberal society are the only serious ways to fight radical Islam. They are fearful of the possible spillover effects of events in neighbouring Algeria and

There are fears that Tunisia could be about to lose its charm

Tourism's unattractive side

TUNISIA'S tourist sector has grown quickly in recent years. Capacity has doubled to 140,000 beds since 1980 and new hotels under construction and building permits suggest that figure could rise to 200,000 by 1998. Investment in new hotels nearly doubled to Dinars 200m between 1990 and 1992, with more than 3m visitors traveling to the shores of North Africa's smallest country every year, earning it between Dinars 830m and

Tourist receipts cover between 50 and 100 per cent of the trade deficit, amounting to about one fifth of exports of goods and services. The sector accounts for 5 per cent of GDP and 5 per cent of all invest-ment. The jobs its creates -40,000 directly and 150,000 indirectly - are welcome in a country with few natural

This success story does, however, have its less attractive side. An ever growing number of Tunisians are wondering what will be left of their coastline as they watch the inexorable advance of concrete in places like the island of Jerba. They also wonder what will be left of Hammamet, already the busiest tourist area in the country, when another 13,000 beds are added by the massive Ham-

mamet Sud development. Tunisians with long experience in this sector worry about what they see as the "cheapening" of the Mediterranean's cheapest destination for package tour travellers. They say the strategy encouraging growing numbers of beds to be built in hotels with low occupancy rates except in summer is fundamentally flawed. Such a strategy gives international tour operators, who already dominate the Tunisian market an ever stronger hand. Critics say that some figures

are misleading. The tourists who really matter are Europeans, but the figures here have not changed much since the late 1980s - 1.6m to 1.8m annually. The balance is made up of Libyans and Algerians whose presence is either fluctuating or at times unwelcome. Critics say the policy of subsidising interest rates on

BUSINESS GUIDE any harm in it." Tunisians love good food and drink and the choice

The country and climate Tunisia lies on the north-east corner of the Maghrib, less than three hours from London. For more than 2,500 years, since Queen Dido arrived from Tyre to found Carthage, which today is the residential suburb of the capital, Tunis. The climate is not in summer (often up to 40 degrees C in Tunis, with higher temperatures Inland and in the south), temperate in spring and

autumn. The north is often windy and wet in winter, the climate more Continental as the visitor travels inland towards the Algerian frontier. The deep south of the country is true desert climate. more pleasant to visit in the winter and spring than The Tunisians remain very much as Thomas Shaw.

the British travellar, wrote of then in the early 18th Century: "The most civilised people who inhabit the coast of the Mediterraneen. They addict themselves to trade and commerce, which induces them to cultivate the friendship of Christians."

Getting there Most leading Western airlines fly to Tunisia. GB Airways and Tunis Air have direct flights from Heathrow or Gatwick six days a week. Visas are not required for UK and most other wester European and American visitors. The dinar currency cannot be bought outside Tunisia

Business hours Government offices work a six-day week closing on Friday and Saturday afternoons and Sunday. Banks and private companies work a five-day week. Tunis is virtually closed down during August.

Cars are easy to hire at principal airports and hotels but are expensive. Do not expect them to be in perfect condition. Tunisian roads are being improved but local driving is, at best, erratic.

In general they are cheap and easy to find. The state has sold off virtually all its hotels. Tunisa essentially attracts package holidaymakers. Some hotels offer good service - the Abou Nawas, Africa and Hilton in Tunis, the Abou Nawas in Gammarth, and the Syphax in Sfax. The Jerba Menzel on the Island of Jerba and the outstanding Tamerza. Palace in the desert mountain casis of Tameras offer excellent service and food and, for the latter, an extraordinary setting.

Esting out "Tunks is a land of liberty," wrote Chevaller d'Arvieux, the French diplomat, three centuries ago. "Religion disturbs no one: they pray God when they must, fast when they cannot do otherwise, drink wine when they have money, get drunk when they drunk too much and no-one finds

bank loans for new hotels should be curtailed. They also say that - despite official encouragement to young entrepreneurs - the cost of money means that only

wealthy Tunisians can afford

to build new notels. The sector

has attracted many new rich

Tunisians whose love of bricks

and mortar is far above any

might have to manage a hotel

professional capacity they

The critic's fears are borne out by what is happening in Tabarka, a small port lying close to the Algerian frontier. A massive new development of ten thousand beds is under way, three thousand of which have been built. The style of new hotels, such as the Mehari

of restaurants is large. In Tunis, L'Astragale and La Closerie are top of the range; the Dar Jeld offers traditional Tunisian dishes such as "couscous" in a tastefully restored traditional house in the old medina. Chez Siah and Le Cafe Vert in the suburb of La Goulette serve excellent fisht; the Cercle halen and Paradiso good Italian and Tunisian tood; Cesar, Chez Nous and Le Strasbourg reasonable French tood. In nearby Sidi Bou Said,

L'Atlantide is good. Further north, in Garmarth, Le Golfe is pleasant. On the comiche in the port of Bizerta, 60 kilometres north of Tunis, L'Eden offers good food in pleasant surroundings. In the deep south, the food at the Tamerza Palace is

Acts and confo The variety of good traditional crafts in Tunisia is limited. The Office de l'Artisanat, Avenue Mohammed Cinq, offers the best choice to those who are not specialists and do not wish to bargain

Tunisian carpets (Mergourn or Kairouan weaver remain attractive, well made and very reasonable priced. Old silver jewellery is difficult to locate but can be found in the old medina of Tunis. For those interested in Muslim architecture, the Association de Sauvegarde de la Medina will be happy to show visitors around some of the old houses and shrines of the city. The Bardo museum has the finest collection of Roman mosaics to be found anywhere. One of the palaces of the former rulers, the beys, at Ksar Said, has just been

renovated and opened as a museum.

There are many private art galleries in a country which beasts some fine modern painting. Among the best are Cherif Fine Arts and Ammar Fine Arts in Sidi Bou Said, Gorgi Gallery in Mutuelleville, the Medina Gallery near the Dar Jeld restaurant in the old medina, Chiyem Gallery and the Arts Gallery, both in the new district known as El Manzah Six.

For economic information about Tunisia, there is little outside specialised publications such as the Conjoncture Review, edited monthly by the ministry of economic affairs. Despite recent publications such as L'Economiste, information in the local media is usually mediocre and often

Books to rest All principal guide series have a volume devoted to Tunisia. For a lively account of the country's recent political history, Aziz Krichen's Le Syndrome Bourguba published by Ceres Productions in Tunis is useful.

Francia Ghiles

Beach, look like a pale imitation of California. The size of the new buildings sit uncomfortably with the small houses in the town, which is surrounded with coark oaks at the foot of the Kroumir moun-

Activities are more varied here than in any other Tunisian resort. Golfers enjoy a

spectacular new course virtially all year round, sailors and divers are attracted by the summer months. There is hope hunting in autumn and winter. Is it wise, critics ask, for the state to spend TD250m in infrastructure, including the cost of a new airport? Would it not have been more indicious to build a fast road to Tanis, and cut the time of traveling to the capital from three and a half to one and a half hours? This would have encouraged a flow of visitors throughout the year, quite a part from the benefits it would have brought

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local farmers.
The consequences of careles development is increasingly visible in the south, where small oasis such as Douz are being ruined by hotels whose architecture destroys the very character of what is a uniquely fragile desert environment. In nearby Tozen. new hotels ignore local archi-tectural style. Yet, due north of Tozeur, in the mountain oasis of Tamerza, an architect Mr Foued Elleuch, and a hotel manager who knows the region well, Mr Mouldi Hached, have produced the perfect Shanghri La. The architecture of the Tamerza Palace blends perfectly with the crumbling desert mountains against which it is set. It sits dramatically above the abandoned village and oasis of Tamerza.

The interior is a masterplece of simple design, well suited to the barrenness of the desert. which sprawls beyond its walls. The service is excellent and the food delicious. The hotel is attracting discerning travellers. Its success raises key questions about the direction Tunisian tourism will factor.

Either the authorities want to encourage the building of smaller hotels tailored to a specific clientele, who have money to spend, or they will continue to encourage the evergrowing spread of uninspired architecture; hotels for mass tourism whose foreign earning power is increasingly in doubt and whose presence is destroying many areas of the country.

In the book "Medinas" recently published by Dar Ashraf Azouz, the French architect, Claude Santelli, raises a cry of alarm about the number of old, colonial buildings being pulled down. Roman ruins are also being desecrated, such as the pier at Thansus.

Francis Ghiles





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holders will be 1-for-15 rather

in previous privatisations.

Hanson softens on voting rights

By Norma Cohen.

HANSON, the Anglo-US conglomerate, said it may be prepared to give in to pressure from shareholders and retract proposals limiting their ability to influence annual meetings.

Mr Martin Taylor, deputy chairman, said it was too late to remove the proposals from the ballot for an extraordinary meeting to be held on June 25. He said, however: "When we

come to review our articles next year we will see if they need to be changed." Mr John Rogers, secretary to

the investment committee of the National Association of Pension Funds, said the group had received similar assurances from Hanson.

The proposals have provoked a storm of protest from two investor groups, the NAPF and Pensions Investment Research Consultants, which advises shareholders on corporate governance issues.

Ms Anne Simpson, PIRC managing director, is urging investors to vote against the proposals. "Companies should be finding ways to improve their accountability to share-holders, not restricting their existing rights. We consider it extremely important that Hanson does not set a precedent on this issue."

Some shareholders have complained that not only do the proposals severely curtail their legitimate voting rights, but that Hanson has proposed them in a fashion which makes voting against them difficult.
The offending proposals are

contained in general amend-ments which seek shareholder approval of a scrip issue - supported by investors - as well as providing for some board changes deemed to improve the group's corporate

The new rules, which share holders will vote on at an EGM, will eliminate the right of shareholders to nomina director to the board unless backers represent at least 10 per cent of the vote.

Also, shareholders will lose the right to propose amend-ments to resolutions at the "vexations".

today announce the price for the first instalment of its £5bn BT stake sale and will take a

meeting unless they represent 5 per cent of the share capital. In addition, the chairman will have an explicit power to refuse to call for a poll on any item by shareholders which in his opinion is "irrelevant" or

NEWS DIGEST

Business Technology £6m in red

RESTRUCTURED Business Technology Group, which sells and services office equipment, announced pre-tax losses of £6.31m for 1992. Losses last time of £7.44m have been restated in accordance with

Turnover amounted to £20.2m (£42.4m) and the pre-tax result was after a loss of £271,000 on disposal of fixed assets a £3.82m loss on the sale or termination of businesses, and £792,000 of costs associated with the reorganisation of the group's activities. Losses per share were 32.7p

Sharp decline to £0.22m for A Cohen

A reduction in pre-tax profits from £783,000 to £215,000 was announced by A Cohen for

Turnover for the company, which makes non-ferrous metal ingots and is involved in the reclamation and trading of recyclable material, declined to £78.4m (£83.7m).

The company blamed recession in all its markets for the result and the large imbalance between demand for and supply of aluminium.

The deficit after tax was £512,000 (£343,000), equivalent (21.2p). The proposed final dividend is maintained, however, at 3.4p, giving a reduced total

Somic returns to the black with £81,000

Cost reductions enabled Somic. a maker of yarns and woven fabrics, to return to profits in the year to March 31 with £81,000, compared with losses of £114,000.

Mr Richard Blackburn, chairman and managing director, said that turnover remained depressed but planned reductions in costs had helped ensure a return to profits in the second haif.

The result was also belped by higher investment and interest income of 2106,060 (£73.000).

Turnover was £3.59m (£3.5m). Barnings per share were 3.86p (2.83p losses) and the proposed single final divi-dend is 1.5p (1p).

AF Bulgin losses increase to £212,000

Higher exceptional costs contributed to pre-tax losses increasing from £107,000 to £212,000 at AF Bulgin, the electrical components maker, in the year to January 31.

Directors said that the year had been extremely difficult, but trading had improved in the first three months of the present year at all three sites.

Two purchases had been made since the period end, with one already having an

effect and the benefits of the other expected later in the

Turnover was £12.6m (£13.2m) and losses were after exceptional costs of £141,000 Losses per share came out at 0.76p (0.4p) while an unchanged single final of 0.1p

is proposed. Write-offs behind

Beauford's downturn

Pre-tax losses at Beauford Group, the manufacturer of materials handling equipment and machine tools, leapt from 23.59m to 526.4m in the 1992

Of the loss, almost £21m related to goodwill written off under new accounting standards and had no effect on cash or net assets, the company said.

Turnover was down £4m to £34.1m. At the operating level losses amounted to £2.46m (218.000)

Net interest payable fell from £2.21m to £1.72m as borrowings were cut from £17.5m to 211.7m. Losses per share were

Vtech shows sharp decline to \$8.5m

Vtech Holdings, the Hong Kong-based electronics, computers and telecommunications group, announced reduced pretax profits of \$8.5m (£5.5m) for the year to March 31. Profits last time amounted to \$24.6m. Turnover edged ahead to

sale of investments.

RCO expands 6% to £2.41m

RCO Holdings, a supplier of integrated site support services, announced a 6 per cent rise in pre-tax profits from \$2.27m to \$2.41m for the 27 weeks to April 4.

The interim dividend is increased to 4.95p (4.62p) on earnings per share of 14.71p

Hambros Inv Trust net asset value up

Hambros Investment Trust had a net asset value of 47.11p per share at March 31 against 46.44p six months earlier and 46.78p at the previous year end. Net revenue for the 12 months fell to £31,843 (£49,065). Losses per share were 0.02p

Oriflame raises £4.4m in placing

Oriflame International, the cosmetics manufacturer, is raising \$4.4m through the placing of 1.75m shares, representing 3.3 per cent of the issued share capital, at 250p. The shares are at present held as treasury shares.

2565m (2561m) but the pre-tax result was affected by lower profits of \$2.2m (\$16.8m) on the

Earnings per share fell to 2 cents (15.9 cents) and the final dividend is omitted, making 1 ent (7 cents) for the year.

ficially. Advisers to the issue, which is being handled by SG War-burg, have signalled that the price for the initial payment of the issue will be between 140p

and 150p.

Although the lastic is expected to be oversubscribed there are industry and market worries which could drag down share prices afterwards.

The long-awaited Monopolies and Mergers Commission report into British Gas will land on winisters' desks just after the issue and highlight regulatory uncertainty. Also, come analysts believe the impact of wider competition, particularly from cable opera-tors, has been underestimated. Meanwhile, the stock mar-

ket is waiting to see the fate of the £1.3bn Zeneca rights issue which closes on June 21. If a significant amount of stock is left with the underwriters and the issue is considered a flop it could depress the stock mark and affect the BT sale.

Government Policy Portfolio poised for main market with £11m tag

By Philip Coggan, Personal Finance Editor

POLICY Portfolio, a marketmaker in second hand endowment nolicies is planning to join the main market next

The company is likely to raise up to £5m via a placing, sponsored by Charterhouse Tilney, and will have a market italisation of about £11m. Endowment policies are fre-quently used in the UK as a

means of repaying a mortgage.

Returns on so-called "with

than 1-for-10 as before. The profits" endowments can discount for the first instal-ment will be announced later and will depend on demand. depend heavily on a terminal bonus, which is only paid to those who keep up policies for The cuibacks have been the full term, often 25 years. Those who give up their pol-icy before the full term norprompted partly by the gov-ernment's need to raise as maily receive a "surrender much cash as possible to value" determined by the life counter its heavy public borcompany. The second hand rowing deficit.

Also, encouragement for institutions not to sell short and drive down the underlying share price ahead of the issue pricing means that the dis count offered can be tighter. Lower interest rates and lower returns from building societies increase the attraction of BT shares and reduce

the need to boost the sale arti-

BIDDER/INVESTOR

English China Clays (UK)

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The trust will have an initial

himself invested in second hand policies in the early

The group buys policies from investors and attempts to sell them at a profit. To date, the group has financed itself from bank borrowings and the issue

will give it the capital base to expand. Pre-tax profits have green from £245,000 in the year to March 31 1991 to an estimated £817,000, on turnover of £7.91m

in the year to March 31 1993. The market for second hand policies was about £80m last year, giving Policy Portfolio a market share of 10 per cent behind Foster & Cranfield and Beale Dobie - part of the quoted Hambro Insurance Ser. vices. The second hand market is expanding rapidly in response to the large number of endowment policies sold in

Perpetual Japanese listing

Perpetual Japanese Investment Trust, the first investment trust launched by Perpetual, the Henley-based fund management group, is joining the stock market through an offer for subscription designed to

Up to 60m shares, with warrants attached, are being offered at a price of 100p each. Investors will receive one warrant with every five shares issued, giving rights to subscribe for ordinary shares at 100p each in each of the years 1994 to 2000.

Isasc Rubin: group has 10 per

who were dissatisfied with sur-

render values sold their poli-

cies to third parties, who

intended to keep up the pay-ments and receive the full ben-

Policy Portfolio, a member of FIMBRA, was founded in 1988

by Mr Isaac Rubin who had

efit of the terminal bonus.

cent of second hand market

life of 10 years. Dealings are expected to begin on July 8.

BP France

BP France has reconn acceptance of the offer by RP Europe, itself part of British Petroleum, for the 14.01 per cent of the French company's shares it does not already own The offer price is FFr120 per share, excluding the 1992 dividend. This gives sharehold a premium of 43 per cent on

SME erm developing

Decline

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	TARGET	SECTOR	VALUE	COMMENT
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	Calgon (US)	Speciality chemicals	2202m	Developing sector strategy
	Bran & Luebbe (Germany)	Engineering	285m	Buy-out from Alfa-Level
	Pine Grove (Austrial)	Funeral	£46m	Service Corp's oversees debut
	Berghaus International (Next extends)	Clothing	RISM	Improving European distribution
***	TDLR (Brazil)	Security printing	£30m	De Lu Rue edts Brazil
	Best Corporation (New Zenand)	Food	E7m	Teking 20% stake
	Proximity Software (US)	Someone	£2.6m	Consummates existing relationship
	Cable Soft Network	Cable TV	n/a	Stake in Japanese

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Notice is hereby given that in accordance with Condition 5(b) of the Notes the Republic of (caland (the "Issuer") will redeem all Notes relating to the above issue at their principal amount on the next interest payment date, 19th July 1993 (the "Redesiption Date") when interest on the Notes

will cease to accrue.

*Tayment of principal will be made an presentation of the Notes of the specified offices of the Paying Agents.

Coupons due 19th July, 1993 should be presented for payment in the

firer or not attached) shall become vaid and no payment shall be ode in respect thereof. Notes and Coupons will become void unless presented for payment within a period of 10 years in the case of Notes and 5 years in the case of Coupons respectively from the relevant date (as defined in Condition

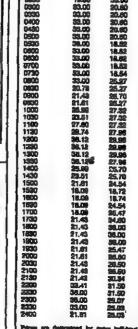
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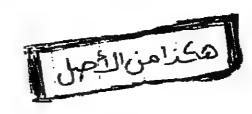
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Standa

in talks on

cable TV

venture

By Patrick Harverson

MICROSOFT, the US computer

software group, is in talks with Time Warner, the enter-

tainment group, and Tele-Com-

munications Inc, the big cable

television company, to set up a

joint venture to develop inter-

active software for television,

Although the three compa-

nies have not commented on

the reports, their negotiations

are expected to lead to the

pany producing software for

The software would provide

cable subscribers with eccess

to a wide array of interactive

information and services. It

would allow them to shop by

television, view individually-

selected news and statistics, or

cable television boxes.

according to news reports.

A Tunce

Ibos payment network set Microsoft to link with US banks

By John Gapper. Banking Correspondent

UP TO five US banks are this year expected to join the Ibos cross-border payments network, operated jointly by a group of European banks. Their decision is likely to start bringing the network into competition with the Swift system that dominates European Community cross-border payments.

Ibos, started by Royal Bank of Scotland and Banco Santander, will also launch in autumn services aimed at small and medium-sized businesses, allowing companies remote computer access to their overseas accounts.

The Ibos network links 2,500 branches in Europe owned by the two founding partners, Crédit Commercial de France, and Banco de Comercio e Industria in Portugal. However, the group is negotiating with several US banks to link

it to branch networks there. Such a link would boost traffic through the network considerably. There are expected to be 23,000 transactions totalling \$150m this year through Ibos. The Ibos system allows transfers among accounts within seven seconds, but the network is capable of handling

up to 40,000 a day. The ibos partners are considering how to extend the network to the US, and are likely to admit several banks to cover the country. One possibility is that one bank will be licensed to offer lbos services in each state, with each participating bank holding several licences.

The Ibos network is lossmaking, in contrast to the Swift network to which all European banks have access and which had revenue of \$350m in 1991. However, its partners expect it to enter profitability in about 18 months. and then achieve rapid growth. £15 for Express Swift.

The nartners in Ihos - which stands for Inter Bank Online System - are also negotiating with banks in Belgium, Austria, Holland and Germany to establish partners in those countries. They expect to build a larger share of the \$12bn market when this is done.

Mr Norman McCluskie, managing director of Royal Bank of Scotland's operations division, said the Ibos partners had so far concentrated on ensuring the system worked reliably, Now, however, they expected strong growth. "We see ourselves in a very dramatic posi-

Ibos is being marketed as being cheaper and faster than Express Swift transfer via a central computer in Brussels. at the banks in the network are estimated to be able to transfer £3,000 (\$4,620) for a fee of £6 through Ibos compared to

> from a vast electronic library. The link-up between Microsoft, Time Warner and TCI would represent the latest in a series of moves by large computer, entertainment and communications companies joining forces to develop

interactive media technology for cable television users. In April, Microsoft announced it was getting unfacturer Intel and cable

together with the micro-chip hardware company General Instrument to develop a cable TV box with a built-in interactive personal computer.

Trust banks

IN reference to a report in the Financial Times on June 1, Japan's seven trust banks say they did not change their accounting procedures, and counted as revenue only cash received on their trust accounts, and did not utilise accrued basis accounting

The banks attribute their improved operating profits for the year ending in March to favourable margins on interest rates, which fell during the period, and to cost cutting.

Enron thrives in an open market David Lascelles charts the rise of 'the US's biggest natural gas group'

tightly controlled natural gas business in the US has opened up opportunities for energy companies, none more so than for Enron. based in the US oil and gas capital, Houston.

Non-existent 10 years ago, Enron has mushroomed to the point where it claims - with some justification – to be "the nation's largest natural gas company". Its status is embod-ied in the shiny skyscraper it occupies in the city centre next to other giants of the energy

Enron was born in 1985 from the merger of a natural gas and a pipeline company. It owes its rapid growth largely to decisions taken by the Fed-eral Energy Regulatory Com-mission (FERC) to lift decadesold controls which restricted the operations of gas companies and put a lid on prices. In particular, the "unbundling" of gas transportation and sales services gave greater freedom to companies to compete.

But two other factors also played a role. One was the changing perception of gas from a by-product best flared off at the wellhead to an efficient, environmentally friendly fuel ideal for power generation. Another was the view of Mr Kenneth Lay, Enron's chairman, of the gas market as one

of boundless opportunity. Today, Enron is in all imporant stages of the gas busines It has an exploration and production arm through its 80 per cent interest in Enron Oil and Gas: it owns a 40,000-mile net-

work of gas pipelines extending up towards the Great Mr Lay is confidently predict- over. Lakes and outwards to Florida and California; it provides gas supply and distribution sernesses are doing a bit better,' vices, and downstream it he savs. builds and operates power sta-

The area of the market where Enron has been spe-cially successful is in exploiting the new freedom to market gas. Its gas services division has built up a speciality in designing tailor-made long-term supply contracts for customers using sophisticated hedging and financing techniques, it also trades heavily in the gas market: 10 per cent of all the gas bought and sold in the US passes through Enron's

hands. This gives it a liquidity few competitors can match. Although the biggest part of Enron's growth has come the US, it has also exported its vision of a gas conglomerate. In April, the company opened a 1,875MW power station on the UK's Teesside. Enron owns 50 per cent of the \$1.2bn facility, which it expects to be the precursor to others in the UK. It is also negotiating projects in India, Germany, Turkey and Kuwait, and it has bought a stake in a pipeline network in Argentina.

The strong expansion in electricity demand predicted for the Third World over the next decade is all factored into Enron's growth plans.

The wave carrying Enron forward has been reflected in its results. Rarnings have risen at a compound annual rate of nearly 30 per cent since 1988,

ing growth of another 20 per cent this year. "All our busi-

Mr Lay bases this optimism on the strength of the US gas market. After years of glut, he reckons that supply and demand have finally come into balance, and this is reflected in the rise in gas prices to as much as 60 per cent over last year's levels. According to US government statistics, US gas demand rose 4.3 per cent in the first quarter of this year, but production went up less than 1 per cent.

owever, further out, Enron expects US nat-ural gas growth to be strong well into the next century. Its latest forecast puts demand at 22,000bn cu ft in the year 2000 (it was 18,000bn last year), rising to more than 25,000bn in 2010. Enron's estimates of US gas reserves are also rosy: they suggest there is enough to last 71 years. Much of the rest of the US

energy business seems to share Mr Lay's enthusiasm for gas. Other large companies such as Mobil, Shell and Exxon see a good part of their future growth coming there as well. Not everyone, however, is as optimistic about the level of reserves. Mr Robert Hermes, president of Purvin & Gertz, a Houston firm which specialises in oil and gas research, says:
"The attitude is that we've got

all we want. People are over-

optimistic. We have been living

reaching \$306m last year. And off a surplus, but that day is

He points out that the strength of the gas price has not sparked a surge in exploration activity because people are worried about the volatility of the market.

Another potential cloud on Enron's horizon is the energy tax being proposed by President Bill Clinton. Although it is still not clear what form it will take, Mr Lay says he is confident it will be a tax on energy consumers rather than energy companies. That, he says, is "a tax we can live

But can Enron keep up the pace now that the initial flush of deregulation is over and strong competitors are moving into the market?

Mr David Fleischer, gas industry analyst at Goldman Sachs, believes it can. He is predicting long-term earnings growth for Enron of 15 per cent, "It's an even better managed company than most peo-ple think it is," he says. "Mr Lay has turned it round during period which buried many other companies."

Mr Lay's response to concerns about Enron running out of steam is that it is wrong to view the last five years as ones of exceptional growth for the natural gas business. For much of that period there was still regulation and uncertainty. and Enron's success came in spite of rather than thanks to events. "The market growth will be bigger in the next five years than in the last," he fore-

Tetra Laval

CWB Capital Partners, a London-based acquisition fund, is buying B&L, one of the world's leading suppliers of dosing pumps, industrial analysers, and electronics for

Germany in three years. Bank financing is being provided by Dresdner Bank, Deutsche Bank and Citibank. Rhein Donau Capital Partners, a fund managed by Goldman Sachs, has taken a substantial minor■ R. H. Macy, the bankrupt

■ Standard & Poor's and Moody's, the two largest US debt rating agencies, said they were reviewing the ratings of H. J. Heinz for a possible downgrade, writes Nikki Tait.

The announcements came after directors of Heinz, the Pittsburgh-based food group, authorised the "buy-back" of up to an additional 10m ordinary shares.

Heinz has an existing share repurchase programme, which bagan in December 1991 and was also for 10m shares. How ever, it now has only 300,000 shares left to repurchase under

Decline in demand hits Kone result

By Hugh Carnegy

KONE, the Finnish maker of elevators and cranes, said profits before taxes and allocations declined in the first four months, to FM69m (\$12.7m), from FM78m at the same stage last year. It blamed the decline on falling demand in Europe.

Kone said although it saw no signs of revival in demand in the rest of 1988, it expected an improvement later in the year to produce a full-year profit at "nearly the same level" as 1992's FM479m.

Sales at Kone Elevators, which represent 73 per cent of group turnover, grew 16 per cent in the first four months, lifting overall sales to FM3.6bn, a 15 per cent improvement over last time. However, some two thirds of the growth in sales were attributed to the near 20 per cent decline in the value of the Finnish markka following its flotation.

Vard to reveal sale of ferry business

VARD, the Norwegian cruise and ferry group, expects to announce the disposal of its ferry business this week, according to a senior executive

in the company. Trading in Vard's shares were suspended temporarily on Friday in Oslo and London. On Thursday Vard's shares closed on the Oslo bourse up NKr3 at NKr25, and were the second most actively traded with 8 per cent of the share capital worth NKr23.8m (\$3.44m) changing hands.

Mr Trygve Hegnar, a Vard board member, on March 15 made an "indicative" offer of NKr1.2bn for the ferry business, which includes the Scandi and Larvik lines.

Union Bank of Switzerland is leading negotiations on behalf of Mr Hegnar and a group of financial investors, while Mr Truls Sanner, Vard's chief executive, is negotiating on behalf of the board. Mr Hegnar

is also Vard's second biggest shareholder with an 11.8 per

cent stake in the group. In Vard's 1992 accounts, the three ferries which make up the fleet were booked at a

value of NKr455m. Vard forecast a "satisfactory" result in 1993 for the ferry business. Last year, the business achieved its best result ever, posting a net profit of NKr123.7m against NKr104.5m in the previous year. In the first quarter of this year, however, it saw losses widen to NKr82.6m from NKrām in last time.

Domestic analysts estimate proceeds of the disposal will reach \$170m. About \$120m will be used to pay off the bulk of the \$220m worth of debt of Vard's holding company. The rest will be used to service remaining debt and cover over-

Vard is also seeking to dispose of just over 50 per cent of Miami-based Kloster Cruise, its cruise business

sells unit

TETRA LAVAL, the Swedish food packaging and equipment group, has made its first big disposal since the takeover of Alfa-Laval in 1991. It has sold German-based Bran & Luebbe in a DM210m (\$130m) leveraged buy-out, writes Andrew Bax-

NEWS IN BRIEF

industrial weighing and process automation The deal is believed to be the largest leveraged buy-out in

ity stake in the transaction. and Hancock International Private Equity Partners has also made a minority investment.

New York-based department store group, made a \$54m operating loss in its third quarter, to May 1, down from a \$60m deficit in the same period last year, writes Nikki Tait in New

The after-tax loss stood at \$238m, but this includes "reorganisation" items of \$182m. related to store closures and other changes. The net loss in the same period of 1991 was \$226m after reorganisation

The spirit of Sabanci

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Banks don't normally change their names - but the decision to do so by Ak International Bank is to reflect the standing of the Sabanci Group in the international arena. Since it was estab-

lished in London in 1983, Ak International Bank has grown considerably in terms of assets

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TOTAL

NOTICE TO SHAREHOLDERS DIVIDEND PAID IN SHARES

At TOTAL general shareholders' meeting on June 2, 1993. shareholders approved a resolution whereby they may elect to receive their dividend either in shares or in cash. The 1992 dividend amounts to seven french francs a share, excluding the associated tax credit.

DIVIDEND PAID IN SHAPPS

The shares which would be issued to shareholders electing to receive the dividend in shares have been priced at 225 French francs each, corresponding to ninety percent of the average share price during the twenty trading days preceding the June 2, 1993 annual meeting, less the amount of the dividend net of tax credit and rounded up to the next franc. On June 2, 1993 TOTAL shares cum dividend opened on the Paris Bourse at 264,50 francs.

FRACTIONS. When the total dividend does not give the right to receive a whole number of shares, the shareholder may elect to receive the next lowest whole number and receive a cash payment corresponding to the remaining fraction, or may chose to receive the next highest whole number of shares and pay the cash amount corresponding to the remaining fraction. The each payment is to be made when the election to receive shares is requested.

ELECTION PERIOD. Shareholders may elect to receive their dividend in shares from June 14, 1993 to July 9, 1993 inclusive by making the request through their financial intermediary. After July 9, 1993 if no election is made the dividend will be paid only in cash as from July 30.

DIVIDEND RIGHTS. The new shares will carry dividend rights from January 1, 1993.

CASH PAYMENT

PAYMENT PERIOD. Shareholders may request immediate payment of the dividend in cash from June 14, 1993 to July 9, 1993. If no request is made during this period, the dividend will be paid as from July 30, 1993.

For further information, please contact TOTAL Services aux Actionnaires 33 (1) 42 91 32 51

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approved the distribution for the financial tear 1992 of a net dividend of BF500 on will be payable by BF deaft, by transfer to BF account, or, in sterling at benkers' sigh buying rate for Beigien france on the day o untion at the option of the holde ntion of Compon No. 51 a the of the following offices

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tween the hours of 10km and 2pm on or after 22nd June 1993 UK tax will be leducted from the net dividend unless lodgements are accompanied by the mary affidavit. Payment can be made only to persons residing outside the Belgo-Luxembourg Customs Union. Sharsholders tould note that under the terms of the UK/Beighn Double Taxation Convention Solvey shareholders resident in the UK are eligible, upon sobmitting a duly complete form 276 DIV, to partial reinhorsement of Belgian withholding rax equal to 20 ent of the net dividend.

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UK GILTS

Bank's offering fails to discourage demand

by the Bank of England that £700m of bonds will be on sale from today failed to puncture generally good demand for gilts from overseas investors. While the short end of the

yield curve suffered a little as an imminent cut in base rates appeared to diminish, conti-nental European and US institutions were seen as moderate buyers of gilts as sterling suffered little fall-out from fresh signs of UK political instabil-

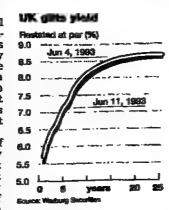
There was some support for gilt purchases from indications that Conservative ministers were preparing for tough action to hold back public spending. Such moves could in time curb the rising public sector borrowing requirement and push up gilt prices.

During the week, yields fell along the curve, by around 10 basis points at the 20-year area and by somewhat less for securities maturing in the next five years.

The Bank said it would sell £700m of the 8.75 per cent Treasury stock due 2017. This is part of the massive effort by the UK authorities to fund the PSBR. expected to be £50hn this financial year. Taking into account some over-funding last year, and other factors, this is expected to necessitate gilt sales of around £40bn.

While such a large stock of bonds will almost certainly depress prices along the gilt curve, there is some support for the notion that inflationary pressures are not too much of a problem for the foreseeable

This is reflected in the market expectations about the the latest figures for the retail prices index due this Thursday. In the year to last month, according to the City consensus, the increase in the RPI will turn out to be just 1.4 per cent, as opposed to the 1.3 per cent year on



year rise recorded in April.
Expectations are that the year on year increase in the RPI, excluding mortgage costs, will turn out to be 2.9 per cent. the same as in the year to May. Last week, Mr Eddie George, who will soon be governor of the Bank of England, went out of his way to cast doubt on ideas that inflation in the UK was beaten. He said this cer-tainly was not the view of the gilt market, with 10-year yields at around 8 per cent as opposed to base rates of 6 per

With a strong warning geainst any new reductions in short-term borrowing costs, Mr George's speech pushed up yields a little at the short end of the gilt curve. This was on the basis that Mr Kenneth Clarke, the new chancellor, would be likely to take heed of the governor designate in any new ruminations about inter-

est rate changes. However, Mr George's strictures about inflation settled investors in longer-term securities. Many of them reckon the new governor will be in a better position to use his influence over interest-rate decisions than was Lord Leigh-Pemberton, the current governor whose term of office

The repercussions in the gilt market from the broadside at government policy by Mr Norman Lamont, the ex-chancellor, in the Commons last week were extremely limited. As one market observer put it, the general atmosphere of fragility surrounding the government is already reflected in stock prices and Mr Lamont's comments did little to alter the sit-

There was general lack of interest in the deposed chan-cellor's comments that for over two years he had tried to persuade Mr John Major of the necessity of making the Bank of England independent in

monetary policy.

This was seen as largely an academic affair, even though it was one small step along the road towards taking interest rate decisions out of the hands of politicians. One person closely acquainted with the Bank's operations said: "There's not a snowball's chance in hell of the Bank

being made independent in the

next two to three years." Gilts were given something of a boost by the investor selling last week of the D-Mark which helped other currencies particularly sterling. Also, the leaking of government plans to look closely at ways of constraining rises in social security spending, which accounts for about a third of all government spending, helped to put a

floor under gilt prices.

Peter Marsh feel-food factor by saying the

Socialist victory keeps dealers bullish for now

ONE month ahead of the Pampiona buil-running fiesta that Ernest Hemingway put on the map, the Spanish government bond market bulls are already out in force.

Government bonds have leapt forward on the news of Mr Felipe Gonzalez's re-election. As the market sees it, he stands for a strong commitment to the ERM. And although he was short of a majority, the parliamentary shortfall means that Catalan nationalists, with all their alleged fiscal probity, will

shore up the new government. The raily finally flattened the yield curve and brought the long bond down by more than 20 points to below 10.80, with just a 65-basis point margin over the three-year bond. Earlier this year the differential had been at least one per-

centage point It looked like good news all the way. Pragmatic politicians were in place, the currency risk was fading, and interest rates would fall at a reasonable pace. The pre-election alternative had been the inexpertenced right-wing opposition party gaining power, cutting rates and possibly suspending

ERM membership The market felt there was now room for Spanish rates to ease in the wake of German cuts. Bank of Spain governor Mr Luis Angel Rojo fuelled the peseta was back on the track of being linked into Germany. It is likely investors will be reassured about currency stability over the summer as Spain's tourism industry, powered by three devaluations since September, begins to

make a significant impact on the current account deficit. But that is possibly as far as the good news goes. More cau-tious analysts believe the rally could hit a wall well before September. There are already signs of nervousness over the apparent inability of President Gonzalez to secure quickly his

victory of a week ago. The market does not like squabbles in Mr Gonzalez's socialist party over whether the Catalans should be invited into the government or not. Nor does it like similar quarrels among the Catalans about whether any invitations should be accented.

Should the political impon-derables resolve themselves, the crunch is likely to come after September, when the markets start looking at inflation, unemployment, and the budget deficit.

The May inflation figure published today is expected to show a year-on-year figure unchanged at 4.6 per cent and underlying inflation unchanged at 5.8. in June, when the latest devaluation inflation works through to prices, inflation could start to climb and

FT/ESMA UITERNATIONAL BOND SERVICE

figure of almost 5 per cent Unemployment could look increasingly grim as the economy enters the fourth quarter. Last month registered unemployed fell by less than 1 per cent, the lowest May fall for 10 years, to stand at 16.3 per cent. of the working population.

The budget deficit - 4.4 per cent of GDP according to the government and nearer 6 per cent according to the conservative opposition - could be

another headache. If Mr Gonzalez was unable to reduce deficits effectively in the past, when he had a strong majority and the economy was growing, how, economists might ask, will he rein in spending in the middle of a recession and at the head of a

coalition government.
It could well be that the rate cuts, should they occur, will not look so impressive in three months. Even if there are significant German cuts, Spanish rates are unlikely to fall below 9 per cent, and real interest rates will remain at around 4

per cent. That scenario suggests there could be renewed speculative attacks on the peseta in Sep tember. The difference this time will be that the peseta might not be able to avoid following the route of the pound

Tom Burns

US MONEY AND CREDIT

Wall Street relaxes inflation watch

JUDGING by the recently line and core CPI numbers will released May producer prices index, it looks as if the inflation scare may be over. At least it should be by tomorrow, when the second half of the monthly inflation data - the consumer prices index - is

If the CPI numbers are as reassuring as the PPI numbers were (wholesale prices were unchanged in May, and the core rate, which excludes the volatile food and energy components, was up only 0.2 per cent), then the bond market faces relatively plain sailing over the next few weeks.

After a month of navigating choppy waters whipped up by fears that rising inflation would lead to higher interest rates (it was a month in which the yield on the 30-year bond rose from just under 6.8 per cent to over 7 per cent), fixedincome investors must be looking forward to a little tran-

First, however, they will have to get past the final hurdie of tomorrow's consumer

show an advance of 0.2 per cent for May. This would be a significant improvement from the average 0.4 per cent growth registered over the first four

months of the year. If the CPI numbers come in substantially above forecast, then the Federal Reserve could choose to tighten monetary policy, the weak May PPI numbers notwithstanding. Such a tightening would probably take the form of a 25-basis point rise in the federal funds rate, to 3.25 per cent. rather than a fully-fledged ncrease in the discount rate, which has been at 3 per cent

Overall, however, Wall Street has relaxed its inflation

watch. Most analysts estimate that inflation will top out at the 3 to 3.5 per cent range for 1993. There is growing belief that the 4 per cent-plus infla-tion rates seen earlier this year were a short-term hangover from the unexpectedly strong economic growth registered at the end of 1992. It was growth that encouraged some producers and retailers to raise their

down since then should see orices come back from the

early-year highs. Amid all the fuss over inflation, the Clinton administration and the Fed have continued to dance a delicate two-step.

Last week President Clinton met with Fed chairman Mr Alan Greenspan and reiterated the administration's stronglyheld view that the economy was not strong enough to withstand an interest rate rise. The chorus of politicians warning the Fed not to put up rates got even louder after the favourable PPI numbers were

At the same time, Fed governors, led by Mr Lawrence Lindsay, were warning that the Fed was prepared to raise interest rates if inflation looked as if it might get out of hand. Mr Greenspan himself, however, said in a letter to a senior Congressman last week that he was disappointed by the poor rate of economic growth in the first quarter, and that promoting sustainable economic expansion remained a "crucial

bjective" of monetary policy. Although the bond market was not quite sure what to make of all this, its attention this week should switch quickly to more overtly political matters - such as the prog-ress, or otherwise, of the President's deficit-reduction

way through Congress. In the past week, the chances of the package being passed by the Senate have improved, although at the cost of the energy tax, which analysts say will probably be dumped by the administration in favour of a combination of some kind of transportation or petrol tax and fresh cuts in

package, currently making its

The market has so far taken the horse-trading over the economic package in its stride. As Ms Kathleen Stephansen of securities house Donaldson, Lufkin & Jenrette says: 'At this stage of the dialogue the composition of deficitcutting measures is less important than achieving the

Patrick Harverson

Good start for Fortis

The first quarter of 1993 was favourable for Fortis. Total revenues rose by 15% from ECU 2,220 million to ECU 2,543 million. The operating result went up by 12% to ECU 90.4 million; and net profit increased by 14% to ECU 85.1 million. This growth is due in part to the consolidation of the joint venture CAIFOR in Spain and of VSB Bank in The Hague. Exchange rate fluctuations had a policeable positive influence on Fortis' total revenues and results in the first quarter of 1993.

Key figures Fortis first quarter 1998

In ECU mater 7	1993 - 1992 % increase
, Tatal revenues	2,543 2,220 +16
Operating result	90.4 80.6 + 12
Profit	85.1 74.5 +14
	31-03-1993 31-12-1992
Net equity	3,516 3,340

143 ECU = 0.80 Sterling

Key figures parent companies first quarter 1993

*, * **********************************	AG 600 1993	oup (in BEF") 1992	N.V. AN 1993	IEV (in NLG*) 1992
Earnings per ordinary share.	45.8	40.9	1.55	1.42**
	81-03-1993	31-12-1992	31-03-1993	31-12-1992
Equity per ordinary strare	1.976	1,858	71.92	67.64

* 100 BEF = 2.00 Sterling 1 NLG = 0.37 Sterling

Prospects

In view of the results actioned in the first quarter of 1993, Fortis stands by its forecast for the whole of 1993. The operating result and not profit are expected to at least equal

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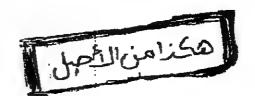
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INTERNATIONAL BONDS

Activity in fledgling Asian Dragons begins to take off

ASIA'S Dragon bond market is still region who have bought Eurobonds. in its infancy, with the handful of issues launched so far adding up to have a large investor base," he says. just over \$2bn.

But with the recent flurry of activity - five borrowers have launched issues in Asia in the last three months and more are rumoured to be lining up deals some bankers are wondering whether the fledgling market has finally taken off.

A Dragon bond is similar in structure to a Eurobond, except it is listed in Asia (usually in Hong Kong or Singapore) and is targeted at investors in the region. It is usually heavily marketed in Asia and traded in the Asian time zone so that investors there get first bite at the cherry before London wakes up

Mr Andrew Pisker, managing director of corporate finance at Lebman Brothers International, notes that one of the main aims of the borrower is to attract a wider range of investors in Asia.

There is a large market out there ... there are investors in the

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and if you are an issuer you should The seven Dragon bonds issued to

date range from the Asian Development Bank's dollar and yen deals (which provided the foundation for the market) to financial agencies (such as Nordic Investment Bank, European Investment Bank and Swedish Export Credit), as well as General Electric Capital Corporation (GECC), the sole corporate name to have tapped this market.

Lehman Brothers says the issues have attracted a wide range of investors in the region, including central banks, regional and local commercial banks, non-bank financial institutions, fund managers and mutual funds.

Mr Peter Yngwe, treasurer and head of finance department at Swedish Export Credit (known in the market as SEK) says one reason for launching a \$200m Dragon bond issue earlier this month was "to tap into a market where we find old and new investors, so we are broadening our investor base. It should be

easier to be remembered if we are to the Dragon bond market because there early."

But just as important, he claims. is the implied commitment to the Asian region. "It suits us because we are lending to Swedish exporters and we have a lot of corporations in Sweden which do business in Asia, for example in infrastructure pro-

According to Lehman Brothers, lead manager for GECC's \$300m five-year Dragon bond in March, GECC was keen to raise funds from Asian investors to demonstrate its "commitment to the [Asian] region", especially since it is involved in joint ventures in the

keen to develop the capital markets in the region, and some capital market participants hope to see more and more big names turning to the Dragon bond market. Mr Yngwe of SEK sees a gradual

The Asian Development Bank is

development of the Asian market, with the current triple-A rated names blazing the trail. He predicts local banks will turn

NEW INTERNATIONAL BOND ISSUES

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of the strong need for financing in the region related to infrastructure and construction projects.

One senior investment banker in Hong Kong thinks the Dragon bond market will remain an arena for triple-A and double-A credits in the immediate future, but he predicts that "in five years' time we'll probably have seen a move down the credit rating spectrum"

Not all international bond market participants are so enthusiastic about the future of the Dragon hond market. Some question the point of launching issues aimed only at Asia. These detractors would prefer to see "big name" borrowers launching global bond issues, or else considering bond issues launched in both Asia and Europe.

"There's no practical reason why we shouldn't have a sort of hybrid bond issue launched in Asia and Europe," says one syndicate head at a Japanese house.

But the more serious criticisms levelled at the recent Dragon bond issues concern their relatively poor

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liquidity and the fact that in some cases, yield spreads have widened out in the period since launch.

The deals issued by the Nordic

Investment Bank, European Investment Bank and SEK were all seen as aggressively priced at the time of launch. Dealers point out that Eurobond spreads over US treasury bonds have tightened very slightly in recent weeks, whereas the vield spreads on NIB, EIB and SEK Dragon bonds have inched very

slightly wider. Naturally, borrowers are keen to raise funds at the most aggressive pricing possible, and can usually borrow at a similar cost using a Dragon bond or a Eurobond.

But as one Hong Kong-based banker put it: "Perhaps the lesson to be learned is not to price the next few deals too tightly or investors may be deterred from buying the bonds if they see that there is a risk of spreads widening out again. Otherwise there's a danger the market will crash and burn."

Sara Webb

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BCEE

RISK AND REWARD

Futures fund managers reassess the cash implications



WHEN investors consider which futures funds to buy, they are faced with an almost infinite array of trading systems and analytical techniques for investing in the futures markets.

But the structure of futures funds means that often only a relatively small portion of the fund is actually invested in margins on futures contracts or option premiums: the remainder is invested in the money markets.

The performance of this part of the fund has often tended to be isnared. However increasing competition in the futures fund business has encouraged greater care to be taken in the management of the cash portion of the fund. In particular, the decline of short-term interest rates has forced fund managers to reassess their approach.

Some smaller futures fund managers, particularly in the US, are starting to farm out the management of the cash portion of their

funds. "People concentrate on the things that they are interested in," says Ms Diane Mix, of Horizon Cash Management, which is now trying to market its services to European futures funds. "[Futures fund managers are very keen on the futures side and tend not to concentrate on the rest of the money, which consequently doesn't earn as much as it

In the US, many fund managers have simply invested the cash por-tion of funds in Treasury bilis or in an interest-bearing account, according to Ms Mix.

In fact, once a large pool of cash is available, better returns can be earned from commercial paper and bank certificates of deposit.

According to one large futures fund management group, which manages its own funds' cash, it is difficult for funds with less than 25m in cash to get attractive rates. In the CP and CD markets, bid/offer spreads are uncompetitive in small sizes. Term deposits can also be unattractive, because of the penalties imposed for early redemption, which means that potentially better margins can easily be lost.

Ms Mix says her company is

looking to offer returns equal to or better than prevailing T-bill rates. Historically, she says, futures fund managers have achieved less than bill rates, partly because of the relatively high fees subtracted from returns.

WHILE derivatives may still be giving regulators some sleepless nights, credit rating agencies seem to be rather less perturbed.

Moody's, one of the leading US credit rating agencies, has completed a report on the credit risk implications of derivatives activities which concludes that few of the financial institutions it rates have been materially affected by their derivatives activities.

There will be losses at individual entities from bad risk analysis, bad controls, or plain bad luck, but derivatives are not a ticking timebomb for banks and securities houses," according to Mr Douglas Lucas, assistant vice-president of Moody's financial institutions

Moody's found that the risk-adjusted returns to derivative dealers have generally been high, and that losses, so far, have not resulted in significant credit implications.

Mr Lucas believes it is the "large numbers, cryptic nature and opaque disclosure" of the derivative markets which have fuelled fears about the risks involved. He noted that Moody's has never

changed an institution's rating solely on the basis of derivative operations "Typically, the factors arguing in favour of an adjustment in our rat-

ings cut across an institution's balance sheet and off-balance sheet activities," he said. Moody's divides its overview of derivatives risk at a financial institution into four main areas - the

purposes of the activity. market risk, credit risk and operating risk. Mr Lucas takes the view that derivatives are usually used by financial institutions to assume risks similar to those already taken in other ways. But it is an issue the agency explores with both financial institutions and industrial companies: "It does have the potential to be a negative in the credit picture."

Tracy Corrigan

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Notice is hereby given that, pursuant to article 6 of the Terms and Conditions of the Bonds, the Issuer has elected to redeem on 3rd August, 1993 at 100,25% of their nominal amount all the outstanding Bonds.

The redemption price of the Bonds, together with interest at 9.125% for the period from 7th January 1993 until the redemption date, will be payable on or after the Redemption Date upon presentation and surrender of the Bonds, together with all unmatured coupons attached, at the offices

On and after the Redemption Date, interest on the Bonds will cease to accrue, and the coupon maturing after the Redemption Date will be void.



Lead Manager, Fiscal and Principal Paying Agent

A/S JYSKE BANK USD 100,000,000 Subordinated Floating Rate Notes due 1995

Notice is hereby given that, pursuant to the paragraph "Terms and Conditions of the Notes", the issuer has elected to redeem at par on July 19, 1993 all of the

The Redemption Price of the Notes will be payable on or

after the Redemption Date upon presentation and surrender of the Notes, together with all unmatured coupons attached, at the offices of the Paying Agents. On and after the Redemption Date, interest on the Notes

will cease to accrue, and all coupons maturing after the Redemption Date will be void.



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ITOCHU CORPORATION

To the Holders of the Bearer Depositary Receipts Notice is hereby given that the 69th General Meeting of Shareholders of Itochn Corporation will be held at 10.00 a.m. on 29th June, 1993, at the Head Office of the company located at 1-3 Kyntaru-Machi, 4-Chome, Chro-Ku, Osaka, Japan. Notice of convocations of the meeting is available at the Cashier's Counter, Hambros Bank Ltd., 41 Tower Hill, London EC3N 4HA, U.K. and Banque Internationals & Luxembourg S.A., 2 Bonlevard Royal, Luxembourg.

Business Operations and Results for 1992/1993 Fiscal Year (ended 31st March, 1993)

Japan's economy during the period continued to contract, hindered by japan's economy during the period continues to contract, induced by stagmant final demand. The year featured a low level of personal consumption, declining capital expenditures, a worsening employment environment, significant deterioration in corporate profitability and an expansion in the current balance of payments surplus. Given these factors, the Bank of Japan lowered the Official Discount Rate three times, finally reducing the Benchmark Rate on February 4th of this year to 2.5 per cent, a level not seen since the strong Yen-induced recession between 1985 and 1987. In addition, in August of 1992 the Government announced "integrated economic countermeasures" which included total additional expenditures of 10.7 trillion Yea, and worked to pass the fiscal 1993 budget in record time. Moreover, the Yea-Dollar exchange rate reached a new historical high, appreciating from 133 Yea per Dollar at the beginning of the year to below 120 Yea. per Dollar. The pace of the Yea's appreciation accelerated from the latter half of February of this year as new highs were renewed. Stock prices fluctuated widely, falling from the 12,000 Yea level on the Nikkel Index to the 14,000 Yea level in August of last year, only to subsequently recurer to the IR,000 Yes level.

Overseas, the U.S. economic recovery continued although some slowing was evident. In Burope, the recession in Germany lingered and employment conditions deteriorated. The mild first-half recovery seen in the French economy began to faiter during the second half, and the United Kingdom's economy remained stagment because of weak domestic demand. On the other hand, the NIES economies in Asia generally continued to expand favourably, although the pace of expansion showed evidence of waning in the second half. The Asean emies continued to record high growth supported by exports within the Asian area and an inflow of direct overseas inves addition, while China's economy grew strongly driven by rapid repansion in domestic demand, there was increasing concern regarding mounting inflationary pressures as reflected in a steady ocrease in prices.

ess environment, Itochu strove to restructure its operations in an effort to reshape the organisation into a "globally integrated company" with a view toward the 21st Century. New areas and new businesses were aggressively promoted, and sound progress was made in strengthening our operating foundation.

Specifically, in preparation for the new multi-media era, we joined Toshiba Corp. in investing in Time Warner Entertainment Company
L.P. in a tie-up with U.S.-based Time Warner Inc., the world's largest movie and publishing company. We also entered the visual media and information field to establishing Time Warner Entertainment Japan Co., Ltd. together with our partners. The company is making steady progress in long-term strategic investments in China, where economic progress in long-term strategic investments in China, where economic development is progressing rapidly. We are participating in a number of cooperative ventures with major Chinese and foreign firms in the areas of sheet glass, corrugated cardboard and truck production. In addition, men's coats, women's wear and ski wear sewing companies have been established to expand product imports.

In the natural resource development field, stable supply sources of energy for Japan are being emphasised. Besides participating in the Vietnam Sea Oil Field Development Project, we have acquired an interest in the U.K. North Sea and in the Indonesia Sumatra Sea Oil

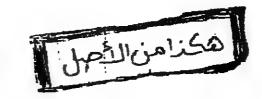
At the same time, we are trying to help resolve global environmental issues, working with Japan's major paper companies on reforestation projects in Brazil and Chile, and embarking on new reforestation projects lu New Zealand and Australia.

Total transactions for the year declined by 7.4 per cent (1,482.5 billion Yen) to 18,529.3 billion Yen. Exports were firm, driven by favourable increases in plant exports to Asia. However, domestic transactions and imports decreased owing to a stagmant domestic economy. Moreover, a large drop was seen in overseas transactions as trading volume in precious metals fell sharply.

Gross trading profit felt 2.7 per cent (by 6.3 billion Yen) to 233.3 billion Yen owing to the stagnant business conditions that led to the decline in total transactions. This notwithstanding, ordinary profits grew 10.0 per cent (4.5 billion Yen) for the year to 49.8 billion Yen as falling interest rates boosted interest and dividend receipts, resulting in an improved non-operating balance. However, extraordinary losses were incurred as the result of the reorganisation and disposal of subsidiaries, and losses from the sale of marketable securities. Consequently, set

income declined 7.1 per cent (700 million Yen) to 10.1 billion Yen. Annual Report for the 1992/1993 Fiscal Year will be available at Hambros Bank Ltd. and Banque Internationale à Luxembourg S.A. by

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CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGE AND MONEY MARKETS

Test for dollar

FOREIGN exchange dealers will focus this week on data which will test whether the US is experiencing inflation at the current stage of the recovery, urites James Blitz.

In recent weeks there has been a growing belief that inflation is set to rise in the US, a phenomenon which would force the Federal Reserve to raise short term interest rates.

IK clearing bank base lending rate 6 per cent from January 28, 1993

Last Friday, the May producer prices figure US showed that the rate of inflation was far smaller than had been anticipated, with the ex-food and energy figure up 0.2 per cent on the month.

But the market will wait for the consumer price inflation figure for May, due out tomorrow, before giving its final verdict on US interest rate moves. The Michigan consumer confidence survey for June, which is due on Friday, will also show whether

IN NEW YORK

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Close

100

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STERLING MIDEX

CURRENCY MOVEMENTS

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has received in recent days, the near term outlook for the dollar against the yen will be affected by two sets of data this week.

Thursday brings the April trade balance for the US which is set to show another deficit. DKB International predicts that this will be in the order of \$8.5bn, following a deficit of \$10.2bn for March.

Even more important will be the Japanese trade balance for May. The yen rose strongly on the back of the April figure of \$10.2bn, because the US is so keen to see Tokyo's trade surplus reduced. A strong surplus this time might have a similar effect, pushing the yen towards the Y100 level against the dollar.

In Germany, the week's key data will be the M3 money supply figure for May, which is expected to show a slight dip. But, the Bundesbank is unlikely to ease monetary policy at its council meeting on Thursday.

OTHER CUPPENCIES

CURRENCY RATES

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LONDON RECENT ISSUES

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FT-SE 100	2981.6	2680.0	2968.9	2944.4	2844.8	2829.9	2957.3	2737.5	2957.3	986,9
FT-SE M6d 260	3202.9	3207.7	\$215.4	3199.1	3184.9	3175.1	3213.4	2876.3	3213.4	1379
FT-SE-A 350	1428.8	1428.4	1431.6	1421.4	1420,2	1413.5	1457.1	1348,7	1457.1	884,5
FT-A All-Share	1414.77	1414.64	1417,63	1407.88	1406.70	1400.30	1438.22	1000.13	1438.22	61.92
FT-SE Eurotrack 100	1181.85	1181.45	1181.59	1168.70	1187.75	1150.95	1161.05	1963.02	1200.27	900.48
FT-BE Eurotrack 200	1232-37	1230.25	1230.01	1218.08	1219.66	1214.21	1234.50	1144.75	1245.79	838.6
FT Ordinary	2244.0	2238 5	2240.5	224.5	3324.3	2213.1	2299.5	P124.7	2299.5	49.4
FT Government Secs.	95.37	95.36	95.32	95.02	94.99	95.18	98.04	93.29	127.40	49,15
T Pland Intercent	117.85	111.81	110.00	110.94	111.13	111.71	113.00	100.67	113,88	50.53
FT Gold Mines	179.6	170.0	175.9	184.3	189,1	192.2	802.7	80.0	734.7	49.5

LONDON SHARE SERVICE

•	#31,250 (c	ants per !					Tub.			Treamy Sile (sell)	. DEG-604	nth 5% pe	cent: three	nootts 5& 1
	Price	Jun 6.65 4,15 1,72 0.08 - - - sy's open i	Cai Jul 8.77 11.76 3.11 1.00 1.00 0.54 0.21 nt: Calls 16	Aug 7,05 5,26 1,74 2,54 1,72 1,07 0,68	7.55 5.68 4.25 3.09 2.24 1.54 1.02 uts 633,17 21,143	(All cumen	Jul 0.42 1.97 1.75 2.93 4.59 8.55 8.72 (ncles) cles)	Aug 1.72 2.84 3.93 5.53 7.38 9.40	5ep 1.85 2.48 3.48 4.81 6.38 8.11 10.07	Billis gailly only-mo discount 5.1938 p rates for period I.n. period Ming 1, 199 asven days' notice Deposit Rein for its and over held und months 44, p.c.; s velthidraum for coal	c. ECST ne 23, 3 in this, others of 7 in your n ing-twell	Flored Rab 1998 to Juli 1925 to	e Sterling Exp ly 25, 1993, 'fixed Floan I 53, p.c.:Cer LC: one-three	iort Finance. 1993 Schem 6At 6.039 p ce Houses 6 Microbia of T e months 54
							FT-AC	TUA	RIES	WORLD I	DIC	ES		

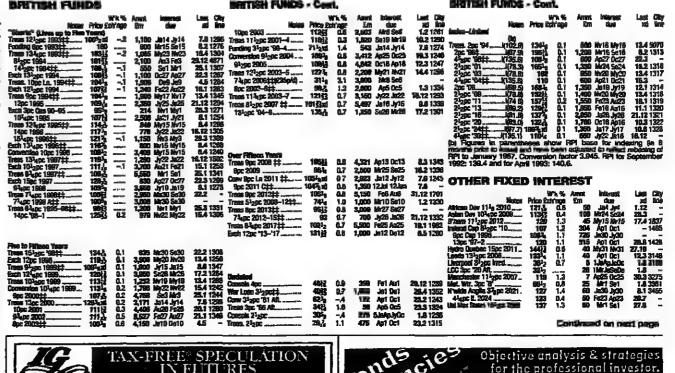
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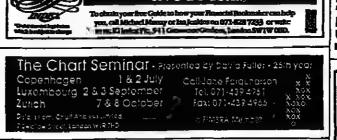
NATIONAL AND REGIONAL MARKETS	·	FREDAY JUNE 11 1983 THURSDAY JUNE 10 1983						DOLLAR INDEX								
Figures in perentheses show number of lines of stock	US Dollar Index	% chg (5) since 31/12/92	Pound Sterling Index	Yen index	DM Index	Local Currency index	Local % chg trom 31/12/82	Gross Div. Yield	US Doller Index	Pound Starting Indita	Yen Index	ÖM İndex	Local Currecy index	1983 High	1993 Low	(spbus) ago Ass.
	104.04	+7.1	130.27	89.86	113.28	131.10	+8.3	3,82	133.27	130.04	89.47	113.22	131.01	144.19	117.39	149.92 174.89
MODERAL CONTRACTOR	134.04	+5.7	143.98	99.32	125.20	124,96	+6.4	1.57	145.43	141.90	97.63	123.55	123.49	150.96	131.16	143.66
PROFILE ! I Character	148.15	+8.4	140.34	96.79	122.03	119.12	+9.0	4.80	143.47	139.99	96.31	121.88	119.06	156.76 129.97	131.19	128.44
THE PARTY OF THE PERSON NAMED OF THE PERSON NA	144.40 126.90	+9.7	123.33	85.07	107.24	117.62	+10.5	2.86	127.43	124.33	85.54	108.24	118.11 182.29	225.84	111,41 185,11	238.45
MANAGED () OCATION AND AND AND AND AND AND AND AND AND AN	217.18	+16.7	211.07	145.59	183.54	183.14	+15.3	1.23	214.62	209.40	144.08 60.12	182.32 76.08	103.94	100.92	65.50	76.71
CHARLE CONSTRUCTION		+30.8	88.50	61.05	76.95	104.15	+36.3	1.17	89.56	87.38				167.36	142.72	161.46
inland (23)	91.06	+8.6	152.71	105.33	132,78	134.45	+5.4	3.34	155.41	151.63	104.32	132.01	133.98		101.59	124.73
168 CD (21)	157.13	+9.0	110,26	78.06	95.87	95.87	+9.4	2.21	112.32	109.60	75.41	95.42	95.42	117.10 301.61	218.82	245.16
	113,45	+33.7	287.87	198.56	250.33	293.88	+33.5	3.21	295.73	288.54	198.52	251.24	293.43	170.40	129.28	157.60
AND LEGIS (DO)-DOWN-	296.20	+20.8	159.46	109.99	138.66	153.77	+30.4	3.51	163.87	159.89	110.01 46.08	139.21 58.31	154.71 76.39	72.82	53.78	70.24
Blanc (15)	164.08	+25.5	66.91	46.15	58.18	76.05	+26.9	2.23	68.64	66.98				154.49	100.75	102.77
Bly (73)	68,85	+47.1	150.14	103.56	130.57	103.56	+24.9	0.60	153.48	149.75	103.03 231.41	130.40 292.85	103.03 339.52	347.14	251.66	
	154.49	+32.8	337.37	232.70	293.36	343.66	+30.5	1.96	344.74	336.36					1410.30	
alayala (69)	347.14		1401.76	966.88	1218.91	4929.61	-12.3	1.37	1462.29	1426.77	981.65				150.39	
	442.33		164.88	113.72	143.37	140.81	+12.0	3.91	168.25	164.16	112.95	142.93	140.68	172.75	40.56	46.62
otherizand (24)	169.85	+12.1	47.63	32.86	41,42	47.93	+8.2	4.62	48.57	47.39	32.51	41.26	47.99	49.82		184.69
av 7eeland (13)	49.01	+14.3		102.31	128.98	142.26	+10.0	1.85	150.98	147.32	101.36	128.26	141.61	166.21	137.71	
Cruov (22)	152.62	+10.8	148.33	173.41	218.60	191.86	+18.9	1.60	259.54	253.24	174.23	220.48	192.41	282.72	207.04	228.15 243.24
ngeoore (38)	258.67	+21.2	251.40	131.04	165.20	197.19	+25.5	2.55	194,25	189.53	130.40	185.01	196.05	201.01	144.72	
outh Africa (60)	195,49	+32.0	189.99		109.87	122.58	+21.1	4.87	128.61	125.49	86.34	109.26	122_18	132.82	115.23	154.17
ADDI PORTO (CO)	130.02	+11.5	126.36	87.16	151.13	190.57	+10.0	1.77	178.30	173.97	119.70	151.47	192.09	184,06	149.70	193.91
Marie 1 (40) Proposition to the last and the	178.83	+8,0	173.80	119.88		115.94	+12.9	1.88	127,37	124.28	85.51	108.22	115.92	129.36	108.91	108.21
MOTOR Mylinessession	129.01	+14.2	125,38	86.49	109.04	172.54	+2.2	4.03	178.74	172.45	118,64	150.13	172.45	181.99	162.00	193,57
	177.54	+3.0	172.54	119.00	150.02		+2.5	2.80	181.92	177.50	122.13	154.55	181.92	186.27	175.38	166.89
MARIN CALIFORNIA OF LANDERS		+2.5	177.50	122.44	154.35	182.64	+2.0	200	101105							450.00
SA (519)	182.64	TENV			123.86	134.38	+7.6	3.31	145.47	141.93	97.65	123.58	134.22	149.02	133.92	153.86
(200)	146.55	+7.8	142.43	98.24		157.28	+13.1	1.59	165.11	161.10	110.84	140.26	157.73	171,77	142.13	179.88
SAND IL ANIMATINA INCIDENTIALI	166.26	+12.1	161.59	111.46	140.51		+24.6	1.07	156.81	153.00	105.27	133,21	109.80	157.79	105.89	109.14
4 CBC (1 (7)	157.79	+43.8	153,35	105.78	133.35	110.14	+17.2	1.95	152.04	148.35	102.06	129,15	120.28	153.08	117.26	127.24
Prife Differ It interments.		+27.2	148.76	102.60	129.35	120.69		2.81	178.52	174.19	119.86	151,69	177.57	182.38	171.51	164.47
MANUAL MANUAL LAND	153.06	+2.8	174.13	120.12	151.44	178.21	+29	2.83	126.02	122.98	84.62	107,08	112.61	128.65	112.51	130.09
orth America (627)	179.17	+11.2	123.64	85.30	107.53	112.79	+11.6		190.12	185.50	127.65	161.52	175.57	194.08	152,70	171.82
100e Et UK (544)	127.22	+22.5	185,42	127.92	161.25	176.00	+22.0	3.13	152.41	148.71	102.32	129.48	122.28	153.36	118.51	129,51
	190.79		149.05	102.82	129.51	122.66	+16.8	1.98		155.89	107.26	135.74	137.54	161,34	134.22	138.19
India (Cu. 1 IC MAGO)	153.38	+25.3		107.70	135.78	138.06	+11.8	2.11	159.78		108.20	136.93	140.28	162.74	137,29	140.48
ndd Ev 186 (1982)	160.65	+17.7	156.13	108.63	138.95	140.76	+10.7	2.29	161,17	157.25	112.40			170.05	157,47	162.67
orld Ex. So. Af. (2121)	162.04	+18.0	157.48	112.78	142.19	161.88	+5.5	2.98	167,42	183.35	11240	142.25	161.45	114,05	107.47	
lorld Ex. Japan (1711)	168.23	+5.7	163.49	112,70	137.04	141.24	+10.B	2.29	161.28	157.37	108.28	137.02	140.78	182.86	137.32	141.13

Base values: Dec 31, 1986 = 100; Finland: Dec 31, 1987 = 115.037 (US \$ Index), 90.791 (Pound Starling) and 94.84 (Local); Nordic: Dec 30, 1988 = 139.65 (US \$ 114.45 (Pound Starling) and 123.22 (Local).

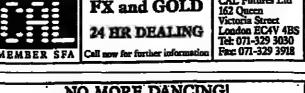
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26 LONDON SHARE SERVICE	FINANCIAL TIMES MONDAY JUNE 14 1993
AMERICANS BUILDING MATERIALS - Cort. CONTRACTING & CONSTRUCTION - Cont. ENCINEERING-OBJERAL - Cont. HOTELS & LESUR	Winds Die Die Diebends Last City Holes Prion ch'ings set paid cardin no lies
Notes Price Children Price Children Price Children Price Children Price Children Price Children Price Pr	1
Curyoler 201/10 10 10 10 10 10 10 10	96
Design Fr 1.0 1.	2 21 228 14 Mar Oct 4 1 223 28
CANADIANS 2 5 14 10 0 - Jun Jul 201 201 201 201 201 201 201 201 201 201	
All Pa 1 (501997) \$\tilde{\text{Mart Rep 3 0 8 6}} \ \text{-1500975 } -1	
## Aller Rations 1	
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Count All Use 23 15 26 27 27 28 27 28 27 28 28	13 12.82 Co.larkey 16.9 4.1 3327 Pactago Units C 124 2.78 co.larkey 125 24 5 1851 2.3
Canness:	## 22 Air ## 4.22 10.5 4979 ## 1979 #
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Variable 1.0 Vari	### EXT Fob Acq #### 498.5 4.1 9437 Hights 6 has inc. 121
Physical 1 120 - 45 A8 Peb Son 14,12 2022 Position 1 120 - 45 A8 Peb Son 14,12 2022 Position 1 120 - 45 A8 Peb Son 14,12 2022 Position 1 120 A8 A8 Peb Son 14,12 2022 April 10 2022 Ap	32 2.8 May Dec. 44.80 - 1225 Westerstex

4 5-

	FINANCIAL TIMES MON	DAY JUNE 14 1993		LONDON SH	ARE SERVICE		27
	INVESTMENT TRUSTS - Court.	MERCHANT BANKS	OIL & GAS		PACKAGING, PAPER & PRINTING - C		MINES - Cont.
	Notes Prior caringe net part capp	7.6 3053 Burings Bec Can 2nd Put Series	Dir Dir Dhidords Leet City out cov. paid of live Westernd	700 22 15.12	Noting Price of Age on the Cor. Cold Lawrence Mark CS	et 20.3 3226 Cable & Wins HT 746 1.9 13.25 2.1 Feb.Del	Last City W74%, Div Div Dividentik, Lest City as fine Rec Rec Rec City Price City net cox. paid and fine 14.12 1925 Diamond and Platform 15.11 2020 Angle Angle Angle Angle Rec Inv
	September 152	3 24.5 3967 Hambros	14.8 1.5 000 April 16.11 2812 9rt Someo	Y 23 02s 3.5 Apr	7 MR Dala Mingint	ie 15.3 3270 70; CV-Li 108 £104 0.3 02% — Sup Apr v 19.4 3251 GN OX Novile £30 ² s _ 012% — 610; v 19.4 3259 NN Totacum \$ £22°s _ 5 039c _ Nickside	15.2 1369 De Beers Val Uts
	Warrents 31 ₂ 0.4 Scot Wales 120 82 1.9 1.5 Jan 34 30.5	- 3964 Metawort Seager 1 406 -22 6 - 3963 Ras Bras 1 42 42 7 24.5 2706 Schroder 1 40 943 -7	16.0 1.5 May Oct 1.3 3102 Rule Res E		2 MMC 10 MB 23 1.25 11 Jan	14.12 3451 ANY 046 23 2.82 10.0 Agr Sep	
	Second Count	1 - 1079 Singer & Fried 4 58 73 19.4 3078 Warburg (SS) 440 7194 -3 10.5 3077 Spc Cr Pr. 207 -4	2.8 • New Jun 18.4 4028 Chryston S. 10.8 2.1 Jul Dac 7.8 4425 Chyle Petits	90°s 1905150 -Uridine 7.8	Becde File 984 - 1 Sept 1 Apr 7 SCA 6 Sid - 1077 - 1.0 (2274 - 2.5 Jun 7 Side 6 Sid - 1077 - 1.0 (2274 - 2.5 Jun 7 Side 6 Sept 147 - 0.9 (1486 - 4 Bor J. 1872 - 2.8	FILZE TEVTILES	Cambrol Africans Wenter Col 25
<u>:</u>	Eq (ad Ser) 132 4.25 Jeks Jack Ser) 221 Eq (ad Ser) 132 4.25 Jeks Jack Jack Ser) 132 4.25 Jeks Jack Jack Jack Jack Jack Jack Jack Jack	8.4 4503 8.4 5065 1.24 6 1996	8.3 © Oct ster 1.3 4836 Capter Resources. Crossmat. Crusader S.	40 21 23 29	g Smith (DS)	1 1.2 4044 Wilso Dur Dir Dhidends 1 24.5 1470 Wales Palco chringo hat cox. pald	Leat City Ped 44 2.0 - Aug Apr 15.2 1272 all line 2 2 2 - Aug Apr 15.2 1251 7,5 1566 Zerotia Cpr 880 82 - 980 4585
S -	11pc Co Ln 103/04 2127/2 011% Sep liker 837; See Select 128 0.25 Sep 192 Warrants 34 -28	7.5 4914 METALS & METAL F(1.3 4912 24.6 1307 1370 ASW AT 218 -(4	OPTHANG Storpton By Distinguis Last City Engreen Let _ boy they they 15,5 5004 Let _ boy they 15,5 5004			11.5 1627 Alled Teddle 489 1.2 12.5 2.5 Sep Apr 11.5 1627 Alled Teddle 489 1.2 12.5 2.5 Sep Apr	10.5 1654 15.2 1655 7.6 1656 Finance 5.4 1759 And An Cool II E134 2.6 0466c & Doc Jun 1.5 1807
	Zero Obi Pf	18.4 4278 Silber (3	0.4 1.5 Nov Apr 29.3 1883 Wyroddy		Water	7.9 4415 Beckman A # 60 4.78 1.1 Jan Jim 7.9 1922 Bit Mohair 100 8.5 \$ May Det 30 11 4era Californi Inc A 30 4.8	19.4 1799 Anglo Aner R
;	TR City of Los 1374 15 4.76Febbyon 2024	15.3 4192 8tf Stat. 17.1 109/2 1.5 18.4 4271 Castlegs 12.5 4.2 7.5 4000 Castlegs 1824 -5			y Wood (SM)	7.5 4ggg Castin Mill Ind	491 3128 Anti-Capatia 738 -1.3 (20.0 1.0 Dec Jun 10.5 1028 20.3 2002 Spc Pf 55 04.9 - Dec Jul 27.11 -
	PD 540	24.5 #200 Cook (No	1.0 1.0 July 1.0 24.5 2193 Gardis Res. 1.0 1.0 July 1.0 24.5 2193 Gardis Res. 1.2 0 July 1.0 24.5 2193 Gard Ress. 1.2 0 July 1.0 24.5 2193 Gard Ress. 1.2 0 July 1.0 24.5 2193 Et West Res. 1.2 0 July 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0 1.0	75 18.0 1.0 ~ 0x15 279 380 7 73 58	PROPERTY WAS DO DO DINGS	Contracts Test	13.7 (223 Cutt Res
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	Warrants 179 41 = 151	26.3 4808 Manganese Bze87 86	1.76 1.7 Oct May 19.4 2197 New Landon	#2] 464, 1.1 340 - 0 64, 550 - 0 104, 550 - 0 104,	Brochenia 7 24 15 Nov. Ju	a 19.10 (78) Gentled 45 -22 2.0 2.4 New 4'90 1802 Gentled 117 -8.6 4.28 \$ 0.01 Jul 18.4 18.7 Seet 557	21.9 2822 New Wils R
	Thorsion Asia\$C	10.5 5042 Redient Hatal 90 5.9 5.9 5.9 5.9 5.9 5.9 5.9 5.9 5.9 5.9	- 492 398 North Sed Anthon Nor. - 47 2.4 Nort Oct. 15.2 4931 North Sed Anthon. - 819 3754 Octoberal Petin S. 4.4 - Jun Nor 10.5 3821 October. 22 1.1 Apr Oct. 1.3 2927 Old Res GS.	TI 15.5 1210 904	Bresser) 13 -13.3	245 3016 Heeth	13 255 Value 12 400 10 10 10 10 10 10 10 10 10 10 10 10 1
	Throng Dual fee: 98 1.5 7.8 Hudeshipts 62-1 14.8 Cap 1900 Stels Cap 19 19 19 19 19 19 19 19 19 19 19 19 19	153 4271 Therese DM 1445 9 5 94	195 — Nur 26.3 e236 Paire Res. 196 — Nur 26.3 e236 Paire Res Pacelle Paile. 197 — 1.5 Feb Sep 4.1 4230 Paire Res. 198 — 198 Sep 4.1 4230 Paire Paire. 199 4000 Pittengriell		8*spc Or Rd Pf	7.6 1016 Honeysoolde	7.3 1997 Australities 7.6 1997 Australities 7.9 2008 Addes Expla
3	Torin: 34 - 40.0 Februit 12.1	3-3 reas Implex Lloyd	Protein AS	#107	Buckers	10.5 2000 Largort 364nd -1 12.6 1.2 Jad Day 12 2071 Locks 17 14 472 -8 7.33 2.8 Feb Jad	1'91 2035 CPA
	Trust of Prop. 74 15 Apr 110 Turkey Trust 25 25 16 10 Feb 212 Warrants 85 184 - 141	13 4715 MISCELLANEOUS 41 888	Ramon	369 -6.6 (230: - Apr. 23.3 277) 	Chy Sin Ess 27 - 10.0 1.47 - Mar Clarica Nicinals 20 -4.1 0.3 10.6 -	16.2 21.0 Lone (FI) J -2.0 L1 - Aprile:	12 3189 Crosses
	US Streeter Cos	24.5 4388 Almorung 505 -4	il cou. paid at len Sartes AS	→ 2004, 1.1 (Bl.27 - Amplifee 24.2 - 2005 最後 68 → 2 - 2005 ACI 620 2.8 21.9 1.5 Novikov 1.3 4005	Country Securities 145-45 - Apr	17.5 2205 Marin Init	
	Venturi	10.5 - Arphorloy 33 - Applid Higraph 30 - 40	1.8 3.0 Apr Oct 1.3 1576 7pc Pt	30 45% x Feb_Jei 4.1 4000	CountyGen	1.2 2206 Resource 94d 3.46 \$ Feb Ang 1.2 2206 Resource 977g 1.4 1.75 2.2 Jan Oct 1.8 300 2211 Richards 97 77ml 10.0 4.0 0.1 Jul Her	7.6 3796 Equatorial Mining 9 11 ¹ 2 -42
: ;	Weish India	7.6 4483 BAT Inds	5.0 1.3 Ang Feb 30.11 1883 Total 8 FF 8.8 1.4 Oct May 29.3 1717 Trickent Poster 1/4 28.4 Jan Bue 19.10 1716 Tricke Europe	\$20-1, 42 627% \$ Jes 16.5 - _\$7 15 10 10 Mar 28.1 4312 \$C 25 10 10 Mar 28.1 4312	1	190 2025 Shani 41 142 44 21 Jan Jal 12 2027 Shawood Grp. 42 196 25 42 New May 245 2036 Shigh 122 11 29 12 Dec Jun	750 3850 Car Anguerona
	Violente 21	24.5 1576 BLT	10791 1927 Tolker 279. 0 - 9700 8270 Toolor E. 791 4508 Uni Energy - 4791 1829 Do. Warning	₹0 17 6.3	Dervisor Valley	7 19.4 2943 Striar 0 98 1.2 5.75 1.7 Rev May - 1400 String Ern. 0 91 1,50 1.7 Jan Col 1 791 1407 String Stric. 0 42 2,63 1.3 Jan Jol 3 - 1806 Touridanon. 287 -1.0 11.5 1.0 Reb Jol	22.3 4030 Notion Bold # 89 -10.1 002s
	Het soset when supplied by Natificat Securities Limited on a guide only. See guide to Condon Share Service.	Direct	US7 - 1197 1883 Victoria Petro	3	Eng 5 0'sees 30	591 9719 Today Y	28.6 4559 Historiagus Sold
	INVESTMENT COMPANIES	Brit Thomas 48 157 10.7 6	45 11 May 213 1886 25 - Feb 41 3336 OTHER FI	NANCIAL	Embrook	1.7 - Wensum	10.5 4813 Magai Marin
:	Notes Price chrogo net paid capitre Baring Chrysolics a SE3 61.88c Apr 91.3 Warrants 65 - 2.36	at line Business Yoot 15 7.1 Canada Paralleca 4 72	10'90 2556 7.7 1.0 Apr 0et 15.3 2234 8.4 3.7 Apr Apr 18.1 3078 Africats	Wish, Dir Dir Dirbitessis Last City das Pice offinge nat core. paid st line _g 200 0.5 8.6 1.8 Jul Bee 19.4 1465 RC 41 5.1 1.5 1.1 Mar-Jul 1.2 2867	Granger Treet 150 1.9 8.25 0.9 Mar Jel	18.1 206 23.2 208 12 2750 30.11 274 TRANSPORT	Paragon Ras
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Apostle of low inflation

Donald Brash, governor of the Reserve Bank of New Zealand, speaks to Kevin Brown

r Donald Brash, governor of the Reserve Bank of New Zealand, is rare among central bankers: he has also been an active politician. He might have been appointed finance minister in the present conservative government had he not been deprived of a safe parliamentary seat by a by-election protest vote 12 years ago.

Yet it is hard to see how he could have had more impact on New Zealand from the Beehive, the government building, than he now has from the governor's office across the road.

In four and a half years as governor, he has presided over a fall in the rate of inflation from 9 per cent to I per cent. More important, the consensus among economists is that price stability can be maintained, extraneous shocks aside.

Government ministers, from the present prime minister down, praise Mr Brash's skills in private, and even Mr Mike Moore, the Labour opposition leader, says he has great admiration for Mr Brash's handling of monetary policy.
Interviewed in his spartan

office, Mr Brash is keen to talk about New Zealand's victory over inflation, but modest about his own role.

Softly spoken and reticent, he is flattered by overseas interest, if a little surprised at the form some of the praise has taken. With a laugh, he refuses to comment on the suggestion by Samuel Brittan of the FT that he should have been appointed governor of the Bank of England.

Mr Brash does not claim sole credit for transforming New Zealand's inflation prospects. Radical labour market deregulation and fiscal prudence by the conservative National party government have beloed to reduce inflationary pres-

He is also becoming something of an apostle for New Zealand's innovative Reserve Bank Act, passed with crossparty support by the former Labour government in 1990, which put ultimate responsibility for fighting inflation in the

governor's lab. Mr Brash will be evangelising on the benefits of central bank independence in London this Thursday in a speech to the European Policy Forum, the free-market think-tank. He will resist the temptation

to present the New Zealand

The writing is on the

peared. The west has now con-

clusively advertised its refusal

to do anything effective about

the tragic war in Bosnia. In a

last, minimalist gesture, the

United Nations voted 10 days

ago to authorise the use of

troops to defend Sarajevo and

five other towns as "safe

havens" for the Moslems. Last

week. Nato foreign ministers

duly endorsed the new UN pol-

icy. Only one thing was miss-

ing - any willingness to pro-vide the minimum number of - any willingness to pro-

5,000 extra troops needed to

In preference, Nato govern-

ments agreed on a three-point

strategy which signalled clearly that they have virtually

written off this bloody conflict.

First, Nato aircraft will patro

the skies. In theory, this is to

protect UN troops in the safe

havens but, in reality, air

strikes cannot substitute for

inadequate troops because they are as likely to kill civilians as

Serb soldiers. Second, the US

will make the cost-free gesture

of sending a little company of

300 soldiers to Macedonia,

where there is no fighting, as a symbolic deterrent to any

wider ambitions by the Serbs.

And third, Nato will hold a

special summit meeting

towards the end of the year to

try to work out how to do bet-

In plain English, Nato's

three-point strategy can be

summed up in three words:

gesticulation, containment.

Each of these elements is

understandable in its own terms. The trouble is that,

ter in future.

carry it out.

wall. It says: "Too bad

All doubt has disar-

model as a complete solution to the UK's inflation problems. But his elucidation of the act's 'elegant constitutional structure" will add weight to those, such as the combative Mrs Ruth Richardson, New Zealand's finance minister, who believe it would transplant relatively easily to the UK.

The act marked a watershed for New Zealand, which had suffered double-digit inflation for most of the 20 years since 1970, with the exception of an artificial fall during a prices freeze in 1983-84.

Supporters claim the act achieves a compromise between the relative subservience of Threadneedle Street to the UK government and the dence of the US Federal Reserve and Germany's Bundesbank.

As with the Bundesbank, the Reserve Bank of New Zealand has total independence in the operation of monetary and exchange rate policy, subject to the provision that its sole objective is to achieve and maintain price stability. But the act leaves the defini-

tion of price stability to the government, which sets a target range for inflation in the form of a personal contract with the governor, usually for a fixed five-year term. The government can amend

the contract, by fiat or by negotiation, but any change must be made formally and publicly, ensuring that monetary policy is always transparent. The government can also fire the governor if he fails to achieve the target but, contrary to popular belief, his salary is not directly linked to inflation performance.

The act has made Mr Brash a symbol of New Zealand's commitment to low inflation, and no one was surprised when Mrs Richardson announced nine months early that he would be reappointed for five years from this September. His contract will require inflation to be maintained at 0-2 per cent effectively a continuation of the existing contract, which required him to reduce inflation to 0-2 per cent between 1990 and September 1993.

The government's role in choosing the governor means the bank is only as independent as its leader. It would be possible, concedes Mr Brash, for a government to relax its anti-inflationary stance, for example, by appointing a compliant governor or by pressing

IAN DAVIDSON

on EUROPE

cumulatively, they are deeply

damaging for the west - never mind the terrible sufferings of

the people of Bosnia. They are

damaging to the political and

moral authority of the west,

damaging to relations between

Europe and the US, and dam-

aging to the credibility of Nato. This damage will not be put

The ostensible purpose of the

meeting is to plan for Nato's

future. The real purpose is to

try to patch up the transatlan-tic rift exposed by the war in

Bosnia. The Clinton adminis-tration will hope to impress

the Europeans with the presi-

dent's leadership and commit-

ment to the alliance. But the

war in Bosnia has demon-

strated a profound divide in strategic interests between

Europe and the US, and it will

not be erased by any summit communiqué. From the US point of view, there may be very good reasons for not wenting to get involved in a

wanting to get involved in a

small civil war on the southern

fringe of Europe. But the US's critical mass is such that its

refusal has hobbled the rest of

Of course, it is unreasonable

to lay all the blame on the US. From the beginning of the

the alliance.

right by yet another summit.



The Reserve Bank Act 'is a very useful bulwark'

an incumbent hoping for reappointment to accept a renegotiation of the target.

But he argues that the openness of the system, combined with the disciplines imposed by the financial markets, make it unlikely that any government would take the risk. "It is obviously important to have someone in the post who strongly believes in price stability, but the framework does make it more difficult to derive the essentially short-term ben-

PERSONAL FILE

1940 Born, Wanganui. Educated Canterbury University, NZ; PhD, Australian National 1967 World Bank, Washington.

1971 Chief executive, Broad-

1981 National party parliamen-tary candidate. 1982 Chief executive, NZ Kiwifruit Authority. 1986 Chief executive, Trust

1988 Governor, Reserve Bank.

efits of pushing inflation up. "The incentives for a government to do that are not great because they have to make their intentions clear. An instantaneous bond market reaction would follow any loosening of the target by an inju-dicious amendment of the contract; governments know that."

But these are hypothetical problems. In practice, the most frequent complaint against Mr Brash is that he has pursued low inflation with excessive zeal, at high social cost. Mr Ken Douglas, president of the Council of Trade Unions and a critic of the act, claims the central bank put the economy into shock by distuflating too rapidly, causing a loss of confidence and high unemployment: 'We have been an international experiment for the mad

Yugoslav crisis, European gov-

ernments repeatedly adver-

tised their reluctance to use

military force, thus renouncing

the option of intimidating the

warring parties. But US reluc-

tance further undermined the

As it is, France and Britain

are by far the biggest contribu-

tors of troops to the UN

humanitarian protection force

in Bosnia. But a shift from

humanitarian protection to the

active use of military force

would require a large increase

in troop strengths, which could come only through the mobili-

sation of resources across the

breadth of the alliance. Thus,

the US refusal virtually

amounted to a veto.

After this, there must now

be a serious question mark over Nato's future. Nato has

lost its original unifying raison d'être with the disintegration

of the massive military threat

from the Soviet Union, though

it is possible that the political

turmoil in Russia may again

confront the west with a seri-ous military threat. Mean-

while, all alliance govern-

ments, including the French,

want to keep Nato going, at the Rome Summit of 1991, they

drafted a new strategy for

peace, based on dialogue and

co-operation between east and

west.
Unfortunately, they skirted round the central probability –

that the most immediate threats to the stability and

security of Europe would be

likely to come from smaller and less predictable regional

conflicts. The war in Bosnia is

only one of several conflicts

detonated by the break-up of

the Soviet bloc. Others include

military option for Europe.

Question mark over Nato

scientists from the International Monetary Fund. No other economy has been as savagely restructured as ours." Perhaps surprisingly, Mr Brash hints that the initial target may indeed have been too rigorous. It was "very parrow". and he admits it left little leeway for forecasting errors. He also concedes that the bank made mistakes in manipulating the "crude steering device" of monetary policy, particularly during the trough of the New Zealand

recession in 1991, when inflation fell faster than expected. lower costs than central banks But he rejects the suggestion which are subject to very close that the bank contributed to political direction. the depth or length of the recession, arguing that the long-term benefits of rapid disinflation greatly outweigh the short-term pain. 'New Zealand has incurred

all sorts of costs through being late into the disinflation game, but one of the advantages was that we were able to learn lessons from what had been done elsewhere." he savs.

"For example, in many of the countries where disinflation has been achieved, wage settlements have not been moderated, so that when the foot came off the monetary brake inflation took off again.

The bank's most significant achievement, he says, has been a change in inflationary expectations. "One of the most important things that has happened is that, regardless of whether people agree with the policy, they know that miserable bloke in the Reserve Bank is going to keep pursuing it."

Selling this message is becoming easier as New Zealand consolidates what appears to be a sustainable economic recovery. Growth in GDP reached 3 per cent in the 12 months to December, and is widely forecast to be 2.5 to 3 per cent for the next two years.

between Armenia and Azerbai-

ian. The new Nato strategy rec-

ommends "crisis management"

and "conflict prevention"; but

it does not say how these admi-

rable functions would be car-

ried out by an essentially mili-

tary alliance like Nato. That

uncertainty has been made

more acute by the war in Bos-

nia, because it has revealed

profound differences in strate-

gic appreciation between

The Bosnian war, and the

west's inability to stop it by

force, provide the motivation

behind the French proposal for

a "pact for security and stability in Europe", put forward by Mr Edouard Balladur, the

French prime minister. The

French objective is to prevent

a repetition of the Yugoslav

tragedy, by some sort of collec-

tive management of potential

conflicts over frontiers and eth-

nic minorities. Exactly how

these conflicts are to be

defused is far from clear. But

the French seem to envisage

some sort of diplomaticsecurity negotiation conducted

by the European Community. The first problem is that eth-

nic conflicts are liable to being-

driven by blind emotion. As in

Bosnia, they may not be sus-

ceptible to rational negotiation

by outsiders. The second prob-lem is that the French scheme

will need to be very ambitious

if it is to measure up to the two most serious crises in the for-

mer Soviet Union: Russia's

claim to a right to intervene in

neighbouring states: and the

potential for conflict in the ten-

sion between Russia and

Ukraine over Ukrainian terri-

tory, Ukrainian nuclear weap-

ons, and even Ukrainian inde-

Europe and America.

But Mr Brash chooses his words carefully when asked if the New Zealand model could deliver similar results in other countries. Mrs Richardson asserts that the act is part of New Zealand's "exportable eco-nomic policy technology". Mr Brash, however, says the act nicely balances the understandable desire on the part of an elected government to have an involvement in the targetsetting process with the universally agreed fact that independent central banks are able to deliver low inflation rates at

"It is a very useful bulwark against any government which might wish to return to the bad old days of saying one thing to the public [about the need to control inflation] and at the same time trying to get mortgage rates down before an election. That is the sort of thing which used to happen in New Zealand, and cannot hanpen now.

The pension bomb. ticks unnoticed

f President Bill Clinton were truly a "new demo-crat" he would launch a national debate about the future of the federal government's largest programme social security (pensions and disabled). The point would not be to tamper with the benefits of existing retirees but to ask whether the promises made to current workers make sense or, indeed, can be honoured. In just over a decade, the

huge "baby boom" generation (people born between 1945 and 1965) will start retiring. Over time, this will put enormous pressure on the federal budget. On official estimates, the number of social security beneficiaries per 100 insured workers will shoot up from 31 today to about 50 in 2030 and, on pessimistic assumptions, to perhaps as many as 80 by 2070.

If US social security were an austere "safety net" scheme, the demographic pressures might be manageable. It is not. Broadly speaking, the US is in the position of Britain in the early 1980s before the Thatcher government savagely pruned the state earnings-related pension scheme (Serps). In contrast with the basic British pension, which rises in line with inflation, retiring Americans receive a generous federal pension based on their average lifetime earnings; once the pension payments begin they are indexed for inflation. This year, retiring single-earner couples will get federal pensions of up to \$20,000.

sioners to workers is stable, pension liabilities rise at roughly the same pace as average earnings. But, if the ratio of pensioners to workers shoots up, as it will when baby boomers retire, the system is threatened with insolvency. Social security taxes are currently about 12.6 per cent of payroll earnings. Federal actuaries reckon that pension payments will rise from 11.6 per cent of earnings today to about 18 per cent late in the 21st century. On more pessimistic, yet plausible, assumptions, the ratio could rise to 27 per cent.

If the far shakier trust fund

So long as the ratio of pen-



MICHAEL PROWSE AMERICA

covering medical benefits is included, the figures look much worse: total benefit payments rise to 31 per cent of payroll or a mind-boggling 52 per cent on pessimistic assumptions. In other words, assumptions. In other words, on unchanged policies present social security promises could require anything from a 50 per cent increase to a near quadrupling of payroll taxes on the

working population. When Mr Clinton is grappling with so many more immediate problems, including healthcare reform, it may seem perverse to expect him to bother about long-term demographic trends. After reforms in 1983, social security is expected to generate surpluses for at least the next decade. But letting the 21st century take care of itself is highly irresponsible. The trouble with pensions is that you have to give plenty of warning. It is no use waiting until 2010 and then telling 65year-old baby-boomers that the nation can no longer honour its commitments. If future pensions are to be scaled back, baby-boomers must be told today so as to have a chance of increasing their private

There are two main steps that could be taken to reduce future pension liabilities. The link with earnings could be broken or greatly watered down. Payroll taxes would then rise much faster than pension benefits, compensating for the decline in the worker-pensioner ratio. The retirement age could also be increased beyond 67 to, say, 72 to reflect past and prospective improve-ments in life expectancy. But, rather than simply

to consider radical alterna tives. The threat of higher taxes on future workers arises mainly from the difficulty within a public scheme of one generation funding its own pensions. The \$50bn social security surplus generated last year was only notionally "invested" in US government securities. In reality it was spent just like any other government receipts. When the social security fund's claims fall due in 20-30 years, the Treasury can honour them

only by raising taxes of increasing borrowing.

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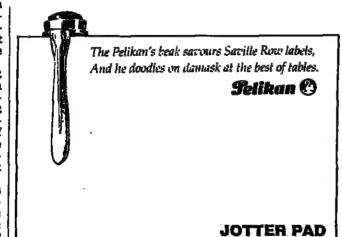
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There will always be a strong case for a federal safety. net pension, to keep the elderly out of poverty. But there is no economic reason why the federal government should be raising huge sums in payroll taxes (more than \$400bn last year) to be recycled as earnings-related pensions. If Mr Clinton were bold, he would suggest instead that payroll taxes be sharply cut and individuals be required to invest the cash released in portable private pension schemes of their own choice. Baby-boomers' pensions would then depend on the performance of their equity portfolios, which in turn would depend on the economy's strength. Current workers would no longer face steadily rising payroli taxes.

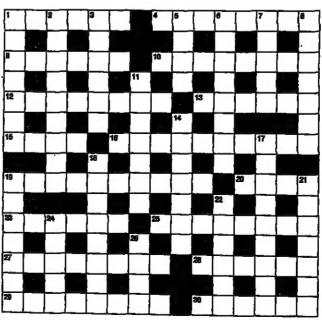
The political advantages of replacing social security (for future retirees) with mandated contributions to private achemes would be legion. Mr Clinton could claim to have cut taxes sharply, increased personal responsibility, headed off the future insolvency of social security, given the financial services industry a boost and, in all probability, sharply increased the national savings rate. He would be the savviest new Democrat in town.

The depressing reality, of course, is that no American politician (Democrat nor Republican) has the courage even to begin such a debate. Social security is regarded as untouchable, whether or not the rules make sense.



CROSSWORD

No.8,175 Set by DANTE



- 1 An intriguing design? (6) 4 Wild cat's leap subdues (8) 9 Not related (6) 10 Rock opera first produced by
- a worker (8) 12 Worrying hobby? (8) (6) 15 Little creatures among those
- left standing (4) 16 Six hours' time to pay (7,3) 19 Give 50% rebate on ticket? (6,4)
 20 Divine Egyptian currently in 11
 Oxford (4)
- 23 Putting spirit into a severe beating (6)
 25 Stimulating prison group (8) 27 Shaken and upset (8)
- 28 They're not profitable for companies to make (6) 29 Score but two (8) 30 Wizard filer (6)
- I Give another order to pack and shift position (7) 2 Native S. African provides a
- warming drink about ten (9)
 3 One must support the law to some degree in this African state (6)
 5 Rounds of drinks? (4)
- 6 Rounded up but not rounded off (8) Cut of the cloth! (5) Church gloomy about witch-
- craft (7) Vessels a haps (7) s among the waves per-14 Churchman about to put plate out (7) 17 Sad about girl losing her
- head, getting the sack (9) Indisposed star can't perform 19 Free delivery (7)
- work? (5,2)
 22 Go over undulating track (6)
 24 Many fish act like limpets (5)
 26 Present her with a key (4)

The solution to last Saturday's prize puzzle will be publis with names of winners on Saturday June 26.

BUILDING OF A HOTEL FOR A MAJOR AIRPORT

Aeroporti di Roma S.p.a., the Company in charge of Rome's airport network, hereby announces its intention to offer to a subcontractor the direct management, including the design and construction, of a new first class (four-star, by Italian standards) hotel complex indicatively of 400 (four hundred) rooms, to be situated in the centre of Leonardo da Vinci Intercontinental Airport at Flumicino, Rome.

Aeroporti di Roma reserves the right to select the most suitable candidates among the companies expressing an interest in this project.

Any hotel chains that may be interested should apply in writing, enclosing a general profile of their company and making specific reference to any hotels of ... at least four-star category, operated under a single registered name with international acclaim. These should be no fewer than 15 (fifteen) in number, and should have at least 250 (two hundred and fifty) rooms.

All applications, which shall in no way be legally binding on Aeroporti di Roma, should reach the following address at the latest by 10.00 hours on July 15, 1993:

> Aeroporti di Roma S.p.A. Ente Commerciale e Marketing Via dell'Aeroporto di Fiumicino 00050 Fiumicino Aeroporto (Fax 396/65953956)

> > The Managing Director (Alberto Morandi)





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